

# THIRTIETH ANNUAL REPORT

1983-84

PRESENTED TO THE ANNUAL MEETING OF THE  
GENERAL BODY ON THE 14TH OCTOBER, 1984



THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-110002



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# THIRTIETH ANNUAL REPORT

1983-84

## INTRODUCTION

The Institute has completed thirty years of its working.

During the year 1983-84, the Institute continued its activities in its principal areas of work, viz., training, research, consultancy, case studies, seminars and conferences and publications, etc.

The research and consultancy projects undertaken by the Institute cover subjects like rural development, urban development, industrial organisation and regulation and social welfare. Many of these are result oriented in the sense the conclusions drawn have a direct bearing on the operational policies of the Ministries and Departments concerned.

During the year, twenty research and consultancy assignments were completed, the details of which are given at Annexure I.

Among thirty research and consultancy projects in progress several are on behalf of the Government of India, State Governments, and Public Sector Undertakings.

## TRAINING PROGRAMMES

During the year under report, the Institute conducted the Ninth Advanced Professional Programme in Public Administration, 12 Management Orientation Programmes, 6 Special Programmes, 12 fee-based Management Development Programmes and 13 Sponsored Programmes which included a regional programme on new trends in the training of development administrators conducted in collaboration with United Nations Asian and Pacific Development Centre (UNAPDC), Kuala Lumpur, and the Department of Personnel & A.R., Ministry of Home Affairs, Government of India, from May 9-28, 1983, 'Development through Participation' sponsored by Union Ministry of Rural Development, from April 28 - May 7, 1983, 'Financial Management in Government' sponsored by the Government of Pondicherry from June 22-25, 1983, Workshop on 'Policy Formulation for Development and the Environment' sponsored by the Department of Environment, Government of India, from February 2-8, 1984, Workshop on 'Computer Awareness and Acceptability' sponsored by Bharat Heavy Electricals Ltd., Hardwar, from February 6-7, 1984, and a series of courses on 'Project Management', and 'Disciplinary Procedures and Vigilance Matters' sponsored by the Central Electricity Authority. The Institute's Centre for Urban Studies organised 9 training programmes on different aspects of urban administration. In all, 1281 participants participated in the training programmes.

The Advanced Professional Programme in Public Administration, ninth in the series, successfully concluded on March 31, 1984. Twenty-nine officers participated in the programme. The Panjab University has agreed to the proposal to confer M.Phil Degree to the successful post-graduate participants in the programme.

#### SEMINARS AND CONFERENCES

During the year, four Seminars were conducted as under:

1. Seminar on 'Management of Economic Development: New Horizons' from April 11-14, 1983.
2. Seminar on 'Status of Municipal Government in India to-day' from July 29-30, 1983
3. Seminar on 'Voluntary Agencies and Urban Development' from December 5-6, 1983
4. Seminar of APPPA Alumni for Evaluation of the Programmes from February 17-18, 1984.

#### COMMITTEE ON CASE STUDIES

The Committee on Case Studies, continued its programme with Prof. M.V. Mathur as Chairman, Director P.R. Dubhashi as Project Director and Dr. Jaideep Singh as Member-Secretary.

The following volumes were published during the year.

- i) Case Studies in Indian Administration (7th volume)
- ii) Case Studies in Public Administration

#### PUBLICATIONS

The Institute's Journal 'Indian Journal of Public Administration' continues to be one of the leading Journals in the field of Public Administration and enjoys world-wide reputation. The subject for the special number brought out in the year 1983 was 'Administrative Accountability'.

Four issues of 'Nagarlok' were brought out during the year, two of them were special numbers on the topics: 'Policy Analysis for Urban Development' and 'Planning Implementation of Urban Development'.

The Institute brought out 11 other publications. Annexure II gives the list of these publications.

## LIBRARY

The Library services were availed of by 2982 persons comprising of members of IIPA, members of IIPA Faculty and Staff of the Institute, participants of various training programmes and research scholars. At the close of the year, the library had 1,42,497 volumes.

## REGIONAL AND LOCAL BRANCHES

The rules of the Institute as amended at the special meeting of the General Body held on the 9th October, 1983, now provide for the constitution of regional branches also for union territories or a group of union territories or a group of states and union territory.

During the year, a regional branch of the Institute in Assam with its headquarters at Gauhati was established to serve the north-eastern part of the country not covered so far. Besides this, the local branches at Madurai and Vellore were set up. The local branches Delhi, Patna and Jammu & Kashmir were converted into regional branches. With this, the number of regional and local branches at the close of the year stood at 18 and 26 respectively.

Some of the regional and local branches have been quite active and continued their programmes during the year.

A meeting of the Chairmen and office-bearers of the Regional and local branches was convened on the 9th October, 1983, to consider measures to activate the branches. As a result of the suggestion made at the meeting, it has been decided to organise Regional Conferences on the subject on which the Annual Members' Conference is held as a prelude to the National Conference.

## REVIEW COMMITTEE

Reference was made in the last Annual Report to the constitution of a Review Committee for reviewing the activities of the Institute. The Committee has had several meetings and considered various items. The deliberations of the Committee are continuing.

## ENDOWMENT FUND

As mentioned in the Annual Report for 1982-83, an Endowment Fund was created for undertaking specific studies and research activities and also towards publication of such studies, and instituting an Annual Endowment Lecture on a major theme relating to public administration from the interest accruing from the investment of this fund. At the close of the year ending March 31, 1983, the contributions from the State Governments

including the donations amounting to Rs. 5,65,000 received during the Silver Jubilee year (i.e. 1979) of the Institute stood at Rs. 9,65,000. During the year 1983-84, the contributions towards this Fund amounting to Rs. 5,80,00 were received from the State Governments (Meghalaya - Rs. 10,000), (Uttar Pradesh - Rs. 2 lakhs), (Karnataka - Rs.1 lakh in addition to Rs. 5 lakhs received during the Silver Jubilee Year), (Maharashtra - Rs. 1.50 lakhs), (Andhra Pradesh - Rs. 1 lakh), and (Assam - Rs. 20,000 ). The Fund at the close of the year ending March 31, 1984, was of the order of Rs. 15,45,000.

Shri P.V. Narasimha Rao, Former Minister of External Affairs (now Union Minister of Home Affairs) delivered the Second Annual Endowment Lecture on 'South-South Co-operation' on March 29, 1984.

During the year, the Institute also organised 2 other lectures under Extension Lectures Programme.

## A. ASSOCIATIONAL ACTIVITIES

### A.1 TWENTY-NINTH ANNUAL MEETING OF THE GENERAL BODY

The Twenty-ninth Annual Meeting of the General Body was held on October 9, 1983. Shri M. Hidayatullah, Vice-President of India and President of IIPA, presided.

Shri S.B. Chavan, then Union Minister of Planning and Deputy-Chairman, Planning Commission (now Minister of Defence) and Chairman of the IIPA, also attended the meeting and gave an address.

The meeting was attended by 115 members.

The house approved the proceedings of the Twenty-eighth Annual Meeting of the General Body held on the 9th October, 1983 and the Annual Report and the Annual Statement of Accounts for the year 1982-93. M/s Thakur Vaidyanath Aiyar & Co., Chartered Accountants, were re-appointed as the Auditors for the year 1983-84.

Shri M. Hidayatullah, Vice-President of India, was elected unanimously as President of the Institute for the year 1983-84.

A special meeting of the General Body was held on October 9, 1983, (before the Annual General Meeting of the General Body) to consider amendment to Rule 26(1) relating to constitution of Regional Branches. The amendment to the rules as approved at the Special meeting now provide for constitution of Regional Branch also for a Union Territory or a Group of Union Territories or a Group of States and Union Territory.

### A.2 THE EXECUTIVE COUNCIL

The Executive Council in its meeting held on the 9th October, 1983, re-elected unanimously Shri S.B. Chavan, then Union Minister of Planning (now Minister of Defence), as Chairman of IIPA for a period of two years. The Council also re-elected Dr. B. Venkatappiah, Shri S.L. Khurana and Shri H.M. Patel as Vice-Presidents of the Institute for a period of two years.

The Council co-opted Shri A.C. Bandyopadhyay, Dr. L.M. Sighvi, Shri R.K. Trivedi, Shri S. Ramanathan, Dr. R.C. Paul, Dr. N.R. Deshpande, Dr. V. Subramanian and Prof. Kamta Prasad as its members for a period of one year. In the meeting of the Executive Council, held on the 25th January, 1984, the Council condoled the sad demise of Prof. N.R. Deshpande, Member of the Executive Council. The Council in the same meeting co-opted Prof. N.R. Inamdar against the above vacancy.

The Council also co-opted the Chairmen of the (1) Goa (2) Gujarat and (3) Karnataka Regional branches as its members for a term of one year.

The Executive Council met five times during the year.

# RECONSTITUTION OF COMMITTEES

The Executive Council reconstituted its various Committees, the details of which are given in Annexure III.

## A.3 MEMBERSHIP

During the year, 890 new members were admitted to the Institute (675 ordinary, 186 life, and 29 corporate). In addition, 15 associate members were also admitted. 144 members compounded their subscription for life membership. 8 ordinary members and 5 corporate members resigned. 3 ordinary members and 5 life members expired.

The names of 440 ordinary members and 14 corporate members whose subscription fell in arrear for more than two years, i.e., since 1982 are due to be removed from the rolls of the Institute, under Rule 35 (1) of the Rules of the Institute.

	1982-83	1983-84
Ordinary	2,702	2,782
Life	2,495	2,820
Corporate	196	206
	<hr/> 5,393 <hr/>	<hr/> 5,808 <hr/>

## A.4 TWENTY-SEVENTH ANNUAL CONFERENCE OF THE MEMBERS

The Twenty-seventh Annual Conference of the Members of the IIPA was held on October 8, 1983. The theme of the conference was 'Problems and functions of Indian Polity'. Dr. B. Venkatappiah, Vice-President of IIPA and Chairman of IIPA's Standing Committee, presided in the First Session and Prof. M.V. Mathur, Vice-President of the Institute in the Second Session.

The conference was attended by 109 members. The theme paper of the conference was contributed by Prof. S.R. Maheshwari and 23 papers on the subject were contributed by the members of the Institute.

## A.5 ESSAY COMPETITION

The following 5 subject were prescribed for the Essay prize Competition for 1983:

1. Politics, Administration and Communal Strife.

2. Administrative Effectiveness, Parameters and Techniques of achieving effectiveness in Indian Administration.
3. Administration of the Institutions of Higher Learning : Purposes, Problems and Remedies.
4. Institution Building : Administrative Aspects.
5. Employment Programmes for the Rural Poor.

In all, 11 essays were evaluated by the Committee of Judges, comprising of : (1) Shri L.P. Singh (2) Shri A.C. Bandyopadhyay (3) Prof. S.C. Dubey and (4) Director P.R. Dubhashi.

On the basis of the evaluation made by the Judges, the prizes were awarded to the persons for their essays mentioned against each :

**First prize of Rs. 2000/-**

1. Shri M.R. Kolhatkar, CII/38 Bapanagar, Dr. Zakir Hussain Marg, New Delhi for his essay on 'Administration of the Institutions of Higher Learning: Purposes, Problems and Remedies'.

**Two second prizes of Rs. 1000/- each**

2. Dr. Bhagwan Prasad, Director, Industrial Development Department, SIET, Hyderabad, Mrs. N. Srilakshmi Prasad, Research Associate, SIET, Hyderabad (Joint authors) for the essay on 'Employment Programme for the Rural Poor with Special Reference to Rural Industrialisation'.
3. To be shared equally by (a) Dr. Ch. Balaramulu, Lecturer in public Administration, Kakatiya University and (b) Shri Surender Nath, D-1-11, Hauz Khas, New Delhi, for the essays on 'Employment Programme for the Rural Poor in Andhra Pradesh' and 'Administrative Effectiveness: Parameters and Techniques to Achieve Effectiveness in Indian Administration', respectively.

**Consolation prize of Rs. 250/-**

Shri Ashok Kumar Ojha, Student M.Sc(Ag), A.N. Hostel, Bihar Agricultural College, Sabour, Bhagalpur, for his essay on 'Employment Programme for the Rural Poor'.

Shri M. Hidayatullah, President of the Institute, gave away the prizes to the winners.

As decided by the Executive Council of the Institute, the joint authorship of essay shall not hereafter be allowed and any essay under joint authorship shall disqualify for the competition. From 1984 onwards, the



value of prizes has been fixed as under :

- One first prize - Rs. 2000/-
- One second prize - Rs. 1500/-
- One third prize - Rs. 1000/-

#### A.6. REGIONAL AND LOCAL BRANCHES

As mentioned elsewhere in the Report, the rules relating to the constitution of Regional and Local Branches were suitably amended to provide for constitution of regional branches also for Union Territory or a Group of Union Territories or a Group of States and Union Territory.

The bye-laws relating to Regional/Local Branches were approved by the Executive Council in its meeting held on the 29th July, 1983. These inter-alia incorporate the following:

1. Linkage between Regional/Local Branches for undertaking collaborative programmes.
2. Election of the Chairman, Secretary and the Treasurer of the Branches and ensuring their timely election.
3. Constitution of a Regional Branch for any State or Union Territory or a Group of States, or Union Territory where not less than 75 members of the Institute reside in such a state or Union Territory or a Group of States/Union Territory.
4. Maintaining the accounts of the Branch in a scheduled Bank or a Co-operative Bank.

During the year, a regional branch of the Institute in Assam with its headquarters at Gauhati and the local branches at Madurai and Vellore were established. The local branches, Delhi, Patna and J & K were made regional branches in view of their jurisdiction and membership. With this, the number of regional and local branches at the close of the year stood at 18 and 26 respectively.

A meeting of the Chairmen and Hony. Secretaries of the Regional and local branches was held on the 9th October, 1983. Director P.R. Dubhashi presided over the meeting. The following regional/local branches were represented: Andhra Pradesh, West Bengal, Dindigul, Imphal, Jammu & Kashmir, Madurai, Patiala, Patna, Ranchi, Vallabh Vidyanagar and Vellore.

The meeting decided to exchange reports of activities among the branches; to hold programmes having a bearing on local interests as well as undertake collaborative programmes to enable participation by local members; carry out research studies in collaboration with each other and the Headquarters; obtain concession from respective State Governments for subsidising subscription by members (on the pattern of concession offered by Government of Maharashtra); mail IJPA by registered post to members who so

desire at their cost (list of such members would be supplied by respective branches); prepare abstracts and translations (into regional languages) of material published by headquarters; and hold regional conference in August/September before IIPA Members' Annual Conference etc.

With a view to enabling the representatives of the regional and local branches to attend the meeting of 'the office-bearers which is held on the eve of the Annual General Body Meeting, it has been decided to reimburse to the branches an amount equal to one first class return rail fare from the Headquarters of the branch to Delhi.

Financial assistance amounting to Rs. 1,41,345.60 was paid to the regional/local branches during the year for carrying out their programmes/activities. This amount also includes 50 per cent interest accruing on Life Membership Capital Fund.

The activities pursued by the Regional and Local Branches during the year as reported are given in Annexure IV.

#### A. 7 CONDOLENCES

The Institute mourns the sad demise of S/Shri N.R. Deshpande, S.V. Jevoor, J.M. Kanitkar, G.S. Mahajani, M.M. Mehta, S.B. Sahay, Harmandar Singh and V.B. Tawadey.

### B. ACADEMIC ACTIVITIES

#### B.1. TRAINING

##### B.1.1 NINTH ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

The Advanced Professional Programme in Public Administration, ninth in the series, began on July 1, 1983 and concluded on March 31, 1984.

Twenty nine participants from 15 different All India and Central Services participated in the programme. The break-up of the 29 officers is given below:

- 24 officers deputed by the Ministries/Departments of the Government of India
- 4 officers deputed by the Governments of Madhya Pradesh, Maharashtra, Uttar Pradesh and Himachal Pradesh
- 1 officer deputed by Orissa Construction Corporation Ltd.

The Programme was inaugurated by Shri C.R. Krishnaswamy Rao Sahib, Cabinet Secretary, Government of India.

Shri S.B. Chavan, then Union Minister of Planning (now Minister of Defence) and Chairman, IIPA, delivered the valedictory address and distributed the diplomas to the successful participants.

Since 1975, the Institute has been conducting the 38-week Programme in Public Administration, known as the Advanced Professional Programme in Public Administration. The Programme sponsored by the Training-Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India, was intended to train middle and senior level officers of the Centre, States and Union Territories and Public Sector Undertakings. It was designed to promote effective administrative leadership. Its objectives were:

- to promote a critical understanding of the dynamics of interaction between public administration and the social, political and economic environment within which it functions and which it influences, and even seeks to change;
- to evolve an integrated perspective of the different segments of Public administration and their underlying policies and practices;
- to enhance the responsiveness to people and develop interpersonal skills;
- to familiarise with the modern tools and techniques to aid decision-making in an increasingly complex environment; and
- to promote the administrative capabilities to formulate appropriate solutions to current problems in the light of organisational needs, environmental pressures and national commitments.

The contents of the programme divided into four main segments, each consisting of a number of subjects and topics are given in Annexure V.

Lectures, discussions, case studies, participative instructions, exercises, assignments, seminars and syndicates were among the methods used in the programme.

As part of the programme, every participant conducted studies in 5 select villages of 4 States, Viz., Tamil Nadu, Maharashtra, Madhya Pradesh and Himachal Pradesh. Two of the participants conducted their village study in rural Delhi. These studies provided useful first hand knowledge of basic socio-economic conditions of the backward communities (tribes/castes) to participants. The reports of the village studies by the participants were discussed in a four-day seminar.

There was also a study tour for two weeks to 2 developing countries, namely, Malaysia and Singapore. The tour was aimed at providing a comparative view of their economic and administrative systems, as well as gain some useful insights into some specific development projects underway in these countries. The study tour reports prepared by the participants were discussed in a seminar.

Before proceeding abroad, the participants were given a short orientation by a representative of the High Commission of Malaysia. Literature and films were made available by the High Commission of Malaysia and Singapore.

A major part of the programme included the preparation of a well documented dissertation on a topic relevant to some current administrative problem chosen by the participants in consultation with the Faculty. About 2 months were exclusively devoted to the tasks of writing dissertation based on field investigation, theoretical knowledge, research methodology, survey of literature and the analytical skills acquired by the participants in the programme.

The performance of the participants was evaluated through a rigorous system of examination, term papers, book reviews, syndicate reports, and viva-voce.

An intensive viva-voce examination was conducted in which Director P.R. Dubhashi was assisted by Prof. Gautam Mathur, Director, Institute of Applied Manpower Research and Dr. J. N. Khosla, Former Director of IIPA and the concerned Faculty in the Institute.

The participants in the programme accompanied by Director P.R. Dubhashi called on the Prime Minister on 7th February 1984. Besides addressing the participants for about 40 minutes, the Prime Minister answered questions from them. The questions broadly covered technology and development, land reform, inadequacy of infra-structure (Power) for development, rural development, environment and industrial development.

Earlier to the Prime Minister's address, Director P.R. Dubhashi appraised Smt. Gandhi about the training efforts of the Institute particularly with regard to the training needs of our administrators.

The titles of the dissertations submitted by the participants are in Annexure VI.

All twenty-nine officers participated in the programme were awarded diplomas.

Prof. Kanti Swarup directed the Programme. Dr.J.N. Upadhyay and Shri N.C. Ganguli assisted him as Assistant Programme Directors.

#### B.1.2 OTHER TRAINING PROGRAMMES

During the year under review the Institute organised 12 Management Orientation 6 Special Programmes sponsored by the Training Division, Department of Personnel & A.R., Ministry of Home Affairs, Government of India, 12 Fee-based Programmes and 13 Programmes under Management Development Programme II sponsored by other organisations. The Centre for Urban Studies organised 9 Programmes.

The Programmes sponsored by the DP&AR were meant for:

- (a) Officers of All India Services (IAS, IPS, Indian Forest Service) with at least six years of service;
- (b) Group 'A' (Class I) Officers of Central/State Governments with at least six years of service in the Group;

- (c) Officers of Group 'B' (Class II) Gazetted Service of Central Government and Officers of State Civil/Police/Technical Services with at least ten years of service.

In some of these programmes, officers of middle management level employed in Central/State owned Public Sector Undertakings were also admitted.

The Management Development Programme (fee-based programmes) are organised by the Institute on its own. The sponsored programmes are conducted by the Institute either at Delhi or outside Delhi at the request of the organisations.

The programmes organised by the Centre for Urban Studies are meant for municipal officers or officers of urban authorities.

The Number of participants in these programmes is given below:

Sl. No.	Programme	No. of programmes conducted	No. of Participants
I. Sponsored by DP&AR			
	(a) Management Orientation Programmes	12	391
	(b) Special Programmes	6	158
II. Programmes sponsored by other organisations			
		13	330
III. Fee-based Programmes			
		12	192
IV. Centre for Urban Studies			
		9	181
		-----	-----
		52	1252
		-----	-----

The details of these training programmes are at Annexure VII.

## B.2 RESEARCH AND CONSULTANCY

Mention was made in the Annual Report for 1982-83 about the grouping of the academic faculty of the Institute under nine divisions, keeping in view of their interest, experience and expertise. Due to increase in staff as well as the compulsions of many areas of work that the IIPA had taken up, it was open to every member of the faculty to opt for any

two divisions. The objectives of the divisions are:

- (a) to prepare annual plan of work in the respective areas of research and training and undertake periodic reviews.
- (b) to discuss finalise, coordinate and review individual plans of action.
- (c) to act as a forum for academic interaction, intellectual development of its members by organizing seminars, special lectures, etc. and
- (d) to coordinate activities with other academic groups and divisions in promoting inter-disciplinary approaches.

Research and consultancy programmes of the Faculty for the year are arranged divisionwise to facilitate easy comprehension and are at Annexure I. The membership of the Academic Divisions is given in Annexure VIII. The Director is associated with all the Divisions.

The following persons are currently affiliated to the IIPA to undertake research studies as mentioned below against each.

- |  |  |
|--|--|
| 1. Prof. Shanti Kothari<br>awarded Senior Fellowship<br>by the Indian Council of<br>Social Science Research. | 'India and the Super Powers'.  |
| 2. Shri N. Dey,<br>Dy. Manager, National<br>Textiles Corporation<br>Ltd., New Delhi.                         | 'Cost-Accounting System in Cotton<br>Textiles Industry in India and<br>its impact on Profit Management'. |
| 3. Mrs. Jyoti Verma, awarded<br>Doctoral Fellowship by the<br>ICSSR.   | 'Integrated Rural Development:<br>Prospects and Perspectives   |

The affiliation of the following persons to the IIPA for their research studies ended during the year.

- |   |  |
|---|--|
| 1. Smt. Otima Bordia, I.A.S.<br>Secretary, Finance,<br>Government of Rajasthan                    | 'Evolution of Energy Policy in<br>India with special reference to<br>Energy Administration'.   |
| 2. Shri B.B. Sahay Commissioner,<br>Social Welfare Development,<br>Government of Bihar,<br>Patna. | 'Implementation of the Integrated<br>Rural Development Programme<br>Administrative and organisational<br>Issues: A Case Study of a District<br>in Bihar. |

## CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

The Centre for Rural Development Administration conducts, research/ consultancy, training programmes, seminars/conferences and discussions in the area of policy, planning and implementation of rural development programmes.

Three training programmes and six research studies were conducted during the year in the field of rural development. As many as 9 research studies taken up by the Centre are in progress. These include 'Bench mark study of socio-economic conditions and Growth Potential Drought District of West Bengal, Haryana, Jammu & Kashmir, 'Panchayati Raj Bureaucracy and Rural Development', 'Planning Process for Rural Development at the Block and District Level', 'Marketing Services under IRDP', 'Rural Violence', 'Integrated Rural Development in Union Territory of Delhi', 'Implementation Processes in National Rural Employment Programme'.

## CENTRE FOR URBAN STUDIES

The Institute's Centre for Urban Studies established with financial support from the Ministry of Works & Housing, Government of India organised during the year nine short-term training programmes for senior officers from Municipal Corporations, Municipalities and Urban Development Authorities on subjects such as Urban Plan Administration, Management of Municipal Personnel, Management of Integrated Development of Small and Medium Town, Urban Water Supply Management, Slum Improvement, Municipal Budgeting and Financial Control, Housing the Urban Poor, Solid Wastes Management. 181 participants attended these programmes. Besides these, the Centre also conducted 2 fee-based programmes on Valuation and Assessment of Property Taxes and Urban Project Appraisal which were attended by 26 participants. In addition, the Centre also conducted two seminars, one on 'Status of Municipal Government in India today' and the other on 'Voluntary Agencies and Urban Development'.

The research studies on 'Municipal Government and Urban Development'. A study of the Recent Reforms in West Bengal, 'Municipal Personnel Administration: A Comparative Study of Unified and Separate Systems', 'Slum Upgradation-Study of Kanpur City', 'Integrated Development - the view from a Medium size town in Haryana', and 'Unit Cost of Creating a Job in Central Government and Allied Undertakings: Its Employment Multiplier Effects and Implications' undertaken by the Centre were completed during the year.

Besides, the research studies on 'Financing of Urban Development in Delhi: 2001AD', 'Integrated Development of Small and Medium Towns: Programme Implementation: Its Evaluation and Impact Analysis', 'Role of Voluntary Agencies in Urban Development and their Training Needs', 'Slum Improvement and Clearance Legislations in India' undertaken by the Centre are at

various stages of completion.

The Centre continued to publish an urban affairs quarterly Journal 'Nagarlokk'. During the year under report, two special numbers on 'Policy Analysis for Urban Development' and 'Planning Implementation of Urban Development' were brought out.

### B.3 CASE STUDIES PROGRAMME

The Committee on Case Studies continued to work with Prof. M.V. Mathur, Ex-Vice Chancellor, University of Rajasthan, and Member, Fourth Pay Commission, Government of India, as Chairman, Director P.R. Dubhashi as Project Director and Dr. Jaideep Singh, Reader in Behavioural Sciences, as Member-secretary.

The following volumes were published during the year:

- i) Case Studies in Public Administration - S.N. Sadasivan.
- ii) Case Studies in Indian Administration (VIIth Volume) - Edited by Jaideep Singh.

### B.4 SEMINARS AND CONFERENCES

During the year, the Institute organised the following Seminars:

SEMINAR ON MANAGEMENT OF ECONOMIC DEVELOPMENT: NEW HORIZONS  
(April 11-14, 1983)

The Institute in collaboration with the Training Division of the Department of Personnel & Administrative Reforms, Ministry of Home Affairs, Government of India organised a Seminar on Management of Economic Development: New Horizons for Joint Secretaries in Central Ministries, Secretaries/Commissioners and Technical Heads of State Departments concerned with different plan sectors from April 11 to 14, 1983.

The objectives of the Seminar were to share knowledge of modern techniques of planning and implementation and to provide them with an opportunity to exchange experience of betterment of our planning craft. It was hoped that the Seminar deliberations will assist in making the economic development planning and implementation systems more effective.

Eminent practitioners, academicians and experts led the discussions. These included among others Professor S. Chakravarty, Prof. Y.K. Alagh, Prof. M.G.K. Menon, Shri Harbans Singh, Prof. A.M. Khusro, Shri K.V. Ramanathan, Resident Representative, World Bank, New Delhi, Mr. J.D. Raut, Shri P.N. Haksar, Shri Dharm P. Sinha of Administrative Staff College of India. Dr. S.C. Jain of Solidstate Physics Laboratory, Ministry of Defence, Dr. L.K. Wadhawa, of Institute of System Studies and Analysis of the Department of



Defence Research and Development. Director P.R. Dubhashi, Prof. M.J.K. Thavaraj, Prof. Kamta Prasad and Prof. Ram Prakash from the Institute also led discussions in the Seminar. The Brain Storming session on Betterment of Planning Craft was chaired by Prof. A.M. Khuro, Member, Planning Commission.

The Seminar was inaugurated by Shri Pranab Mukherjee, Union Finance Minister. Prof. A.M. Khuro delivered the Valedictory Address.

About 80 participants participated in the Seminar. Prof. Ram Prakash was the Seminar Convenor.

#### SEMINAR ON STATUS OF MUNICIPAL GOVERNMENT IN INDIA TODAY (July 29-30, 1983)

The Centre for Urban Studies organised a two-day Seminar on status of Municipal Government in India Today during July 29-30, 1983.

The seminar discussed the problems of Municipal government in India arising out of their existing status and considered suitable modifications in terms of reforms under alternative scenarios. The working paper on status of Municipal government prepared by Prof. A.K. Mukhopadhyay formed the basis for discussion in the Seminar. In addition to the working paper, a number of papers on the theme of the Seminar contributed by the participants in the Seminar were also discussed. The Seminar was attended by a representative gathering of the central and state government officers, municipal officials and academic scholars interested in the subject. The deliberations of the seminar containing the highlights of the discussions held and the broad consensus emerging out of them were circulated among the authorities concerned so that they may be useful in understanding of the current status of municipal government in our country and also using it in introducing necessary policy modifications.

The Seminar was jointly directed by Prof. A. Datta and Prof. A.K. Mukhopadhyay.

The seminar was attended by 26 participants including the CUS faculty.

#### SEMINAR ON VOLUNTARY AGENCIES AND URBAN DEVELOPMENT (December 5-6, 1983)

The Centre for Urban studies also organised a Seminar on Voluntary Agencies and Urban Development on December 5-6, 1983. The aim of the seminar was to discuss sharing of some of the responsibilities of the urban local body for providing civic amenities to city dwellers through involving voluntary agencies in the urban development process and also to thrash out their training needs.

A number of papers contributed by the participants were discussed in the seminar.

The sessions were devoted to:

- 1. Voluntary Agencies and Urban Development;
- 2. Residents Associations and Urban Development; and
- 3. Training Needs of Voluntary Agencies and Residents Associations.

Director P.R. Dubhashi inaugurated the Seminar which was attended by 30 participants including CUS Faculty. Shri M.K. Narain was the Seminar Co-ordinator.

SEMINAR ON APPPA ALUMINI FOR EVALUATION OF THE PROGRAMMES  
(February 17-18, 1984)

The Institute organised a two-day Seminar of APPPA Alumni for evaluation of the programmes during February 17-18, 1984. Director P.R. Dubhashi in his inaugural address spelt the objectives of the APPPA and pointed out the issues before the seminar. The issues discussed in the seminar were:

1. How far did the APPPA succeed in realizing the objectives;
2. To what extent did it contribute to the development of higher administrative capabilities in the participants - both administrative and academic;
3. To what extent did it help in improving the standards of administration;
4. What is the extent of its contribution to career development of the participants; and
5. What changes are necessary to improve the content of the course.

The seminar which was financed by the Training Division of the Department of Personnel & Administrative Reforms, Ministry of Home Affairs, Government of India, was attended by 24 participants from the 1st Programme to the 8th Programme. Prof. M.J.K. Thavaraj was the Seminar Director. Director P.R. Dubhashi posed the issues for the consideration of the seminar. They were discussed by the participants. One of the main recommendations of the seminar was linking participants in APPPA with career development. The Establishment officer of the Government of India has since issued a circular giving effect to this recommendation. The Seminar felt that APPPA stood the test of time and has considerably contributed to the enhancement of the administrative capabilities of the participants.

## B.5. PUBLICATIONS

## B.5.1 PERIODICALS

The Institute continued to bring out the following periodicals:

1. Indian Journal of Public Administration (Quarterly)
2. Nagarlok (Quarterly)
3. Documentation in Public Administration (Quarterly)
4. IIPA Newsletter (Monthly)

## INDIAN JOURNAL OF PUBLIC ADMINISTRATION

The Institute brought out four issues during 1983 (Volume XXIX) which, taken together, ran into 1078 Pages.

Shri T.N. Chaturvedi continued to be the Editor of the IJPA and Shri M.K. Gaur as its Assistant Editor.

In all, the four issues contained 56 articles, 50 book reviews, and 5 documents and the annual bibliographies. Among the contributors, 17 were administrators, 74 academics including 18 from abroad.

## NAGARLOK

Four issues of Nagarlok were brought out during the year, two special numbers on different topics: 'Policy Analysis for Urban Development' (April-June 1983), and 'Planning Implementation of Urban Development' (October-December 1983). The four issues contained 28 articles, 10 book reviews and one Seminar report. Among the contributors, 6 were administrators and 24 academics. The four issues together ran into 428 pages bringing the average page per issue to 107.

Director P.R. Dubhashi continued to be the Editor. Prof. A. Datta and Shri G. Jha continued to function as Joint Editor and Assistant Editor, respectively.

## DOCUMENTATION IN PUBLIC ADMINISTRATION

Four issues of Documentation in Public Administration were published under the joint auspices of the Institute and the Indian Council of Social Science Research.

Shri T.N. Chaturvedi continued to be the Editor and Shri Mohinder Singh, the Librarian of the Institute, the Assistant Editor.

## IIPA NEWSLETTER

Twelve issues of the Monthly Newsletter, covering all important areas

of Public administration in India and abroad, were brought out during the year. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur assisted him in bringing out the Newsletter.

#### B.5.2 OTHER PUBLICATIONS

Eleven publications were brought out covering the wide spectrum of Public Administration. They included results of research, reports of seminars, monographs, case studies as well as collections of articles on various themes published in the past issues of IJPA. The list of publications is at Annexure II.

The IIPA participated in the Sixth World Book Fair held from February 4-14, 1984. The Institute was awarded the second prize in the form of trophy for the best display of books.

#### B.6 LIBRARY AND REFERENCE SERVICE

During the year, the Library acquired 2,373 Volumes. On March 31, 1984, the Library had 1,42,497\* volumes of books, public documents, bound periodicals, etc. The number of periodicals on the current list at the close of the year stood at 490 (including 37 for CUS). Twelve newspapers were made available in the Library during the year.

For the Centre for Urban Studies, the Library added 139 volumes during the year. The number of volumes of the Centre, at the close of the year, stood at 8,623. The Centre's Library received 37 periodicals.

Library facilities were availed of by 2,982 persons including members of IIPA, members of the Faculty and Staff of the Institute, participants of various courses conducted by the Institute, and the research scholars from academic institutions. During the year, 10,647 volumes were loaned out. On inter-library-loan transactions, 460 volumes were loaned out and 103 books were borrowed.

The Library has a separate collection on rural development and allied areas.

The Library continued the clippings of relevant articles and other items from the newspapers being received in the Library. The clippings are arranged subject-wise, equipped with an author index, and are maintained in bound volumes.

During the year, 21 bibliographies and reading lists were compiled for the use of the faculty and members of the Institute.

The Library continued to issue the 'Monthly List of Additions' and a weekly current awareness service 'Documentation in Public Administra-

\* The correct figure on March 31, 1983 was 1,40,124 instead of 1,48,608 as reported in the Annual Report for the year 1982-83.

tion'. Four quarterly issues of the Documentation in public administration were compiled.

The depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development continued to be used for reference purposes.

#### BOOK SELECTION COMMITTEE

The Book Selection Committee for the year 1983-84 consisted of the following members:

1. Prof. A. Datta
2. Prof. K.L. Handa
3. Dr. R.B. Jain
4. Prof. K.N. Kabra
5. Shri J.C. Kapur
6. Prof. Kuldeep Mathur
7. Dr. R.B. Puri
8. Dr. R.K. Tiwari
9. Shri Mohinder Singh (Convener)

#### B.7 PARTICIPATION IN INTERNATIONAL SEMINARS AND CONFERENCES

Director P.R. Dubhashi attended the Conference of the International Association of Schools and Institutes of Administration (IASIA) from September 13 to 17 and the Nineteenth International Congress of the International Institute of Administrative Sciences from September 9 to 23, 1983 both held in West Berlin. During this period he also attended: (1) Meeting of the Board of Management of the IASIA in his capacity as Vice-President, representing the Asian Region; and (ii) Annual General Meeting of the IASIA.

He presented two papers on: (1) 'Ethics, Responsibility and Accountability in Public service' and (ii) 'Public Sector Management Education and Training in the meetings of two Working Groups of IASIA. He actively participated in the discussion at the Group in 'Strengthening Administrative Capabilities of Government'.

Director Dubhashi also participated in the 10th General Assembly and Conference of EROPA. from October 16-21 1983 held at Seoul (South Korea). The theme for the Conference was 'Social Change and Administrative Reforms Towards 2000'. As a paper writer, he presented his paper to the Working Group on 'Managerial Improvement for Public enterprises' and initiated discussion.

He also participated in the two Executive Meetings of the EROPA held during that period at Seoul. He presented to the EROPA's Tenth General

Assembly a paper on IIPA as the EROPA Centre. He was elected Chairman of the Resolution Committee and introduced 35 resolutions which were passed with acclamation by the General Assembly. He has also been re-elected as Member of the Executive Council of EROPA.

Dr. Kanta Prasad, Professor of Economic and Rural Development, participated in a Round Table Conference on 'Economic Interdependence: Perspective For Developing Countries' held at Manila (Philippines) from May 23 to 27, 1983. He presented a paper on 'Economic Interdependence: Perspective For South Asia'. The Conference was organised by International Economic Association in collaboration with Federation of ASEAN Economic Association and Asian Development Bank.

Prof. Prasad also attended the Seventh World Congress of the International Economic association held at Madrid (Spain) from September 5 to 9, 1983. Earlier on September 3, he attended a meeting of the Governing Council of International Economic Association at Sansebastian in Spain. Subsequently, he proceeded to Paris in connection with his research project on 'Planning in a Market Economy': The case of the French Planning System'.

Prof. S.P. Verma who directed the ICSSR-IMWOO research project on 'Political Dimensions of the Role of Multi-national Corporations' was invited by the third World Centre, Catholic University at Nijmegen, the Netherlands to participate in the Round Table Meeting on the role of MNCs in India from October 26 to 28 1983. At the Round Table, he presented the findings of the research project, in which scholars from India and the Netherlands participated.

While in the Netherlands, he addressed the students of the Department of Political Science at the University of Leyden on the Role of Multi-national Corporations in the Developing Process in the Third World' on October 31, 1983. He also held discussions with Prof. Gerd Junne and his colleagues in the Department of International Relations and International Public Law, Amsterdam University, and exchanged information and views on research projects being conducted at the University of Amsterdam and IIPA. He visited the Twente University of Technology at Enschede on November 3.

Prof. Kuldeep Mathur assisted the Asian Development Bank, Manila, for special study on Effectiveness of Project related Technical Assistance Post-Evaluation Mission in Nepal, Malaysia, Thailand and Pakistan during May-July, 1983.

#### B.8 PERSONNEL MATTERS

Smt. S. Saroja joined IIPA on November 10, 1983, as Reader in Financial Management.

Shri N.C. Ganguli, Statistician, was appointed as Lecturer with effect from September 9, 1983.

Miss Lipi Chatterjee was appointed as Lecturer with effect from November 10, 1983.

Shri V.J. Chandrasekaran, Management Analyst, was appointed as Senior Management Analyst, with effect from September 9, 1983.

S/Shri Gangadhar Jha and Rakesh Gupta were appointed as Lecturers in the Institute's Centre for Urban Studies with effect from 9th May, 1983.

Miss Sarala B. Rao, Lecturer, was sanctioned extra-ordinary leave without pay for a period of one year from June 1, 1983, with permission to accept the UNICEF post of Project Officer, Development of Women and Children in Rural Areas in the South East India Office at Hyderabad.

Shri D.D. Malhotra, Reader in Urban Management, rejoined the IIPA on October 31, 1983, on completion of his two-year term with the Institute of Administration, Ahmadu Bello University, Zaira, Nigeria.

Dr. K.L. Chawla, Senior Management Analyst, rejoined the IIPA on November 7, 1983 after completing his assignment for two years with the University of South Pacific, Suva, Fiji.

Mrs. Shanta Kohli Chandra, Lecturer, joined the IIPA on April 6, 1983, on expiry of her study leave after completion of her Ph.D. programme.

The term of deputation of Prof. G.K. Misra to the Council for Social Development was extended till April 30, 1984. Consequently, the term of appointment of Prof. A.K. Mukhopadhyay in the Institute was extended till the above date.

Shri R.K. Wishwakarma, Lecturer on deputation from Town and Country Planning Organisation, was relieved from the services of the Institute's Centre for Urban Studies on October 12, 1983.

Shri B.M. Naik, Senior Management Analyst, on deputation to the Institute, was relieved from the services of the Institute on September 5, 1983, on repatriation to the Government of Maharashtra.

Prof. V.N. Rajan left the service of the Institute with effect from September 15, 1983.

Shri M.K. Balachandran, Reader, Dr. (Mrs.) Nalini Natarajan, Reader and Shri M. Seetharam, Lecturer, relinquished their charge in IIPA with effect from 30th October, 1983, 19th May, 1983 and 17th September, 1983 respectively.

S/Shri V. Ramakrishna and S.K. Kohli, Assistant Registrars were appointed as Deputy Registrars with effect from January 12, 1984. Shri Hari Satya Paul, Supdt., was appointed as Assistant Registrar with effect from January 12, 1984.

Shri K.P. Phatak, Senior Assistant Librarian, was appointed as Deputy Librarian, with effect from May 9, 1983.

S/Shri M.P. Nayar, A.K. Joshi and Devender Kumar Assistant Librarians were upgraded as Senior Assistant Librarians with effect from 9th May, 1983, and 10th October, 1983, respectively.

RESERVATION OF POST FOR SCHEDULED CASTE/SCHEDULED TRIBES OBSERVANCE OF  
GOVERNMENT OF INDIA ORDER IN RESPECT OF POSTS UNDER THE CONTROL OF THE IIPA

One of the conditions attached to the grant given to the Institute by the Department of Personnel and Administrative Reforms is that the Institute will make reservations for scheduled castes/scheduled tribes in the posts/services under its control on the lines indicated by the Government of India.

The Institute has accepted and is following the guidelines laid down by the Government of India in this regard.

#### B.9 EXTENSION PROGRAMME

Prof. S.R. Maheshwari, who had been on visiting Fellowship at the Institute of Developing Economies, Tokyo, Japan, delivered a talk on 'The Civil Service of Japan', on June 2, 1983, under the joint auspices of the IIPA and the Indian Council of Social Science Research.

Prof. G.G. Kotovsky, Head of the India Centre in the Institute of Oriental Studies, Academy of Sciences of the U.S.S.R., Moscow, delivered a lecture on 'Socio-economic Structure in the Indian Agriculture' on August 18, 1983.

Shri P.V. Narasimha Rao, Minister of External Affairs, delivered the Second Annual Endowment Lecture on 'South-South Cooperation' on March 29, 1984. Shri Shivraj Patil, Minister of State for Science and Technology, Government of India, presided and gave the presidential Address.

#### B.10 ACADEMIC CONTRIBUTION AND OTHER ACTIVITIES OF THE IIPA FACULTY

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- |              |  |
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- Datta, A. The Taxation of Urban Land (A.R.Prest) Nagarlok, Vol.XV, No.3, (July-Sept., 1983)
- Urban India (March 1983) Nagarlok, Vol.XV, No.3 July-September, 1983.
- Report of the Study Group on the Startegy of Urban Development (Govt.of India, Ministry of Works & Housing) Nagarlok, Vol.XV, No.4 (October-December, 1983)
- Secondary Cities in Developing Countries : Policies for Diffusing Urbanization (Dennis A. Rondinelli), Nagarlok, Vol.XV, No.4 (October-December, 1983.)
- Jha, Gangadhar Urban Growth and Urban Planning : Political Context and Peoples' Participation (Ed. Alfred de Souza) Nagarlok, vol.XV, No.4, 1983.
- Delhi Slums and Law (By H.D.Birdi) IJPA, Vol. XXIX, No.4 (October-December, 1983).
- Kabra, K.N. P.R. Dubhashi, Grammar of Planning, Patriot, 8th May, 1983.
- Mohinder Singh, Government of India Publications, Patriot, 19 June, 1983.
- Godbole, L.N. Public Control of Public Funds in Private Sector, in IJPA, January-March, 1983.
- Malhotra, D.D. G. Shabbir Cheema and Dennis A. Rondinelli, Decentralization and Development : Policy Implementation in Developing Countries, Nagarlok, Vol.XV No.4..October-December, 1983.
- Minocha, O.P. Autonomy of Public Enterprises by Laxmi Narain, in IJPA

Manifesto for a Peaceful World Order : A Gandhian Perspective, by M.L.Handa, Indian Journal of Training and Development, Vol.XIII, No.4, October-December, 1983.

Mishra, S.N.

S.R.Maheshwari, Journal of Constitutional and Parliamentary Affairs, November, 1983, Electoral Politics in a Metropolis.

Prasad, Kamta

P.R.Dubhashi, "A Grammar of Planning", Financial Express, September 4, 1983.

Mukhopadhyaya, A.

Norman Fainstein & Susan Fainstein (eds) Urban Policy under Capitalism, Nagarlok, XV, (2) April-June, 1983.

T.O. Odetola, Military Regimes and Development : A Comparative Analysis of African Societies, IJPA, XXIV (1) Jan-March, 1983.

E.M. Jacobs (ed) Soviet Local Politics and Government, IJPA XXIX (2), April-June, 1983.

H. Gardezi and J.Rashid (eds), Pakistan : the Roots of Dictatorship - The Political Economy of a Practorian State, Indian Journal of Public Administration, XXIX (4), October-December, 1983.

Sudan, M.L.

Sundeep Khanna, Civil Administration in India, IJPA, October-December, 1983.

Sachdeva, R.K.

Qualitative Techniques for Managerial Decision-Making by U.K. Srivastava et.al, Indian Journal of Training & Development; July-September, 1983,

THES/BID : A Computer based Thesaurus of Terminology in Computers and the Law by C.Ciampi et. al, IJPA; October-December, 1983.

Swarup, Kanti

Operations Research in Decision-making-edited by Dr.S.P.Aggrwal.

Upadhayay, J.N.

"The Rural Poor : Problems and Prospects by Abdul Aziz, New Delhi; Ashish Publishing House (Reviewed for IJPA in Vol. XXIX No. 2 Apr-Jun 1983)

Panchayat and Development by Sivalinga Prasad; New Delhi; Light and Little Publishers (reviewed for Teaching Politics; March 1984)

#### SEMINARS AND CONFERENCES

Dubhashi, P.R.

Delivered the valedictory address on April 4 in the Eighth Annual conference of the Indian Public Administration Association held at Jaipur.

Sent a paper to seminar on "Agriculture Development in Madhya Pradesh" held at Panchmarhi from May 12-18 on "Agricultural Planning and Administration".

Gave a pre-dinner address to the participants in the course on Manpower arranged by the Institute of Applied Manpower Research.

Participated in another top-level seminar on 'Productivity in Public Administration' held at Trivandrum on May 30 and presented a paper on "Productivity in Public Administration".

Delivered a lecture in Trivandrum on "Recent Trends in Public Administration" at the University of Kerala on May 31 as a part of Silver Jubilee Special Lectures Programme of the University, Department of Politics.

Attended the Annual General Body meeting of the J&K Regional Branch and addressed the members on 'Higher Standards of Public Administration'. Delivered two lectures on: (i) "Efficiency and Cooperative Enterprise - Need, Relevance and the Present Scene" on June 3, and (ii) "Environment for Business and Industry - Impact of Environment on Cooperative Enterprise" on June 4, at Srinagar in an Advanced Programme in Cooperative Management for top Executives in Cooperatives stressing on strategies of growth.

Delivered the inaugural address on July 2 at the National Institute of Educational Planning and Administration, New Delhi, to mark the opening of their 'Pre-Induction Programme for District Education Officers' leading to the award of Diploma in Educational Planning and Administration.

Participated in a discussion on "Democratic Decentralisation and Criminal Justice" at the Institute of Criminology and Forensic Sciences, New Delhi, on July 20.

Participated in a Regional Workshop On District Planning held at Bangalore on July 21-22.

Addressed a "Symposium on Housing cooperatives" organised by the office of Registrar of Cooperatives, Delhi Administration at Delhi on November 18.

Addressed a seminar on the "Role of Bureaucracy in Development" on Dec. 9 which was organised at Chandigarh under the auspices of the Department of Public Administration, Panjab University.

Attended on November 28 the function at Chandigarh arranged to mark the inauguration of the Haryana Institute of Public Administration. Also delivered the Key-note Address on "The Concept and Importance of Policy Formulation in Government" at the first course organised by the Haryana Institute of Public Administration, Chandigarh.

Addressed the members of Kautilya Society of Shri Ram College of Commerce, University of Delhi, on "Role of Bureaucracy" on November 29; and chaired the inaugural session of a "Workshop on Forests and Tribals" organised by the School of Planning and Architecture, New Delhi, on November 25.

Gave a radio talk on "The Profession of Public Administration" which was broadcast by the Delhi Station of All India Radio on November 30.

Attended on December 12 the final meeting of the Committee on district Planning (Chairman, Dr. C.H. Hanumantha Rao, Member, Planning Commission which considered the report of its Group on Methodology of Planning (headed by Director P. R. Dubhashi).

Chaired a session in the 84th Third-World Marketing Congress held at New Delhi on January 13. He was elected as Functional Chairman of the Institute of Marketing

Management, New Delhi.

Participated in a group discussion on "Administrative Ethos of the current Times" which was organised by the Delhi Study Group; at Y.M.C.A., New Delhi, on January 13.

Presided over the B. Mehta Annual Memorial Lecture delivered by Shri L.P.Singh at Jaipur on 19.12.1983.

Participated in a seminar on 'Development Without Deprivation' organised by Tata Institute of Social Sciences, Bombay on January 28 and 29. Also contributed a paper on 'Problems of Administrative Extension and Finance for Anti-Poverty Programme'.

Addressed on January 21 the participants of a short-term advanced course on Development Administration organised by the Institute of Management in Government at Trivandrum.

Delivered the valedictory address on February 9 to participants of a six-month pre-induction training programme in Educational Planning and Administration organised by Natonal Institute of Educational Planning and Administration, New Delhi.

Addressed on February 7 the participants of a training programme organised by Management Development Institute at Gurgaon (Haryana). Spoke on 'Project Appraisal and Financial Analysis of Agro-Industries in Cooperative Sector'.

Participated in the Annual Training Conference organised by the Training Division of the Union Department of Personnel and Administrative Reforms on February 27 at New Delhi. Presented a paper on "Trends and Issues in Public Administration".

Attended the 26th National Convention of Costs and Management Accountants and presented a paper on "Role of National Planning and Its Mechanism". The convention was held at New Delhi from March 9-11.

Gave the keynote address in the "Management Technology

Convention-84" held at Ghaziabad on March 14. The convention was organised by the Institute of Management Technology, Ghaziabad.

Barnabas, A.P.

Panchayati Raj Institution and People's Participation in Development, National Institute of Public Cooperation and Child Development, New Delhi, Oct. 1983, Chairman of two sessions.

Social and Economic Basis of Communalism, Indian Social Institute, New Delhi, October, 1983., Chairman of two sessions.

Nutrition and Position of Mother and Child, Department of Sociology, Delhi University, January, 1984. Discussant and Chairman - Concluding Session.

Chandra, S. Kohli

Role of Bureaucracy in Development, Punjab University, Chandigarh, 9 - 11, December, 1983. Paper presented : "Administrative Set up and Policy Implication of the Family Planning Programme in India".

Role of Youth in Social Defence, YMCA & Institute of Social Defence, YMCA, New Delhi, 19-25 March, 1984.

Role of Youth in Child Development, National Institute of Public Cooperation and Child Development, New Delhi, 26-28 March, 1984.

Chatterjee, Lipi

Psychology and Secularism in India, Post Graduate Department of Psychology, Ranchi University, Ranchi, 2 January, 1984. Title of Paper "Development of Religious Identity and Prejudice in Hindu School Students.

Datta, A.

Status of Municipal Government in India To-day (July 29-30, 1983): Title of Paper Presented: "Municipal Reform in India : Lessons from West Bengal".

Voluntary Agencies and Urban Development, IIPA, (Dec.5-6, 1983).

Human Environment organized by the Institute of Applied Manpower Research, New Delhi, Feb. 3-4, 1984.

Unified Metropolitan Transport Authorities for Metro-



politan Cities, Organized by the School of Planning and Architecture, New Delhi, February 25-27, 1984.

Gupta, Rakesh

Status of Municipal Government in India to-day, IIPA's Centre for Urban Studies, New Delhi, 29-30 July, 1983.

Voluntary Agencies to Urban Development, IIPA, New Delhi, 5-6, Dec. 1983.

Sixteenth Annual Convention of the Operational Research Society of India at I.I.T. Kanpur, 8-10 Dec., 1983.

Status of Municipal Government in India to-day, IIPA CUS, July, 1983.

Voluntary Agencies to Urban Development, IIPA, December 5-6, 1983.

Ittyerah, Anil C

Marxist Studies in India, Indian Institute of Regional Development Studies, Kottayam, Kerala, 17-20 December, 1983. Paper presented: Rates of Surplus Value in Indian Manufacturing Industry".

Jha, Gangadhar

Status of Municipal Government in India to-day, IIPA, CUS, July 29-30. 1983. Title of Paper "Options for Municipal Government in India".

Kabra, K.N.

Seminar on Marx, Marxism and India, New Delhi, 23-24 April, 1983 organised by the National Committee for Marx Centenary, Rapporteur for session on Indian Development.

International Seminar on Collective Self Reliance and Regional Co-operation, organized by Afro-Asian Meriditary Nation and Committee for Friendship with peoples of the Congolese People's Republic at Brazzaville, 11 May - 1983. Presented a paper on Collective Self Reliance.

National Seminar on Nationalization of Banks and Economic Development, organized by Daulat Ram College, Delhi University. Presented Yojana paper on Nationalized Banks: A Critique.

Seminar on Marxist Status on India, organised by Indian Institute for Regional Development Studies, Kottayam, 17-20, December, 1983. Presented a paper on "Marketed

Surplus of Agriculture".

Annual Conference on the Indian Economic Association at Bangalore, 28-30 December, 1983.

Lakshmiswaramma, M. Top Level Training Seminar on Management of Economic Development : New Horizons, IIPA in collaboration with Department of personnel and Administrative Reforms, New Delhi April 11-14, 1983. Participation was by way of being Rapporteur.

Malhotra, D.D. Voluntary Agencies and Urban Development, Centre for Urban Studies. IIPA, New Delhi, December 7-8, 1983. Paper presented : Scope for Contribution of Voluntary Organizations towards Urban Development'

Maheshwari, S.R. IIPA's Twenty-Seventh Member's Annual Conference, 1983 on "Functions & Problems of Indian Polity, IIPA, New Delhi. Paper presented : "Functions and Problems of Indian Policy" (Theme Paper)

Separating Law and Order Functions in the Police, SVP National Academy of Police, Hyderabad, 13-15, December, 1983. Acted as Chairman of one session.

UP Political Science Association Conference, Meerut University, 28-29, October, 1983. Title of paper : Nation Building, State Building and Development

Mathur, Kuldeep Seminar on 'Rural Development' D.A.V.College, Chandigarh, 2 February 1984, Paper presented : 'Bureaucracy and Rural Development - Challenge of Change (keynote Address)

National Seminar on Status of Municipal Government, organised by the Centre for Urban Studies, IIPA, New Delhi, 29-30, July, 1983. Paper presented "Status of Municipal Government".

National Seminar on Municipal Resource Mobilisation, organized by the Institute of Local Government and Urban Studies, government of West Bengal, 4-5, October, 1983. Paper presented : "Statutory Sources of Municipal Finances in India: A Comparative Analysis."

Regional Seminar on Rural Development in North-Western Region, organised by DAV College, Chandigarh, 3-4, Feb. 1984. Paper presented "People's participation in Rural Development".

Eight Annual Conference of Indian Public Administration Association, Rajasthan University, Jaipur, 22-24, April, 1983. Paper presented : "The Socio-Economic and Political Environment of the Indian Civil Services".

Minocha, O. P.

Management of Public Enterprises, Panjabi University, Patiala, May 1983. Paper presented : Personnel Management in Public Enterprises.

Accountability, Panjab University, Chandigarh, August, 1983. Paper presented : Accountability of Public Enterprises in India.

Mishra, S.N.

Rural Development in India, D.A.V. College, Chandigarh, Feb.4-6, 1984.

Paper presented : "Institution Building for Rural Development".

Rural Leadership, Jagjivan Ram Institute for Parliamentary Studies, Patna, November 9-10, 1983. Paper presented "Rural Elite at work".

Narain, M.K.

Voluntary Agencies and Urban Development IIPA, New Delhi, 5-6, December, 1983. Paper presented : Voluntary Agency and Urban Development.

Prasad, Kamta

The State of the Indian Economy, Indian Redical Humanist Association, New Delhi, 16-17 April, 1983, Paper presented "Trends in Indian Economy and strategy for its Development".

National Seminar on National Rural Employment Programme, Government of India and International Labour Organization, New Delhi, April 26-30, 1983

Economic Interdependence : Perspective from Developing Countries, International Economic Association Federation of Asean Economic Associations and Asian Development Bank, Manila (Philippines), May 23-27, 1983. Paper

presented : "Economic Interdependence : Perspective from S.E.Asia".

Structural Change, Economic Interdependence and African Development, The International Economic Association, and U.N. Commission for Africa, Addis Ababa (Ethiopia) 26-30 July 1983. Paper presented : Indo-African Trade : Trends and Prospects".

Seventh World Congress of Economists, International Economic Association, Madrid, Spain, 5-9 September, 1983. Paper presented : "Current Prospects of the World Economy : Perspective from Asia and Africa".

National Seminar on Rural Development strategies and Productive Opportunities for the Weaker Sections, Indian Economic Association Along with U.G.C., ICSSR, and Orissa State Government, Bhubaneshwar, 10-11 December, 1983.

66th Indian Economic Conference, Indian Economic Association, Bangalore, 28-30 December, 1983, Paper presented : "Planning in India, Some Basic Issues Related to Operational and Strategic Aspects".

Approach to the Seventh Plan, India International Centre, New Delhi, 21 February 1984. Paper presented : "The Seventh Plan Framework : A Suggested Approach".

National Seminar on Strategies for Irrigation Development, Water Resources Centre, Patna University, Patna, 23-25, February, 1984. Paper presented : "Planning for Water Resources Development - Some Lessons from the Indian Experience".

Economic Planning and Political Imperatives in India, Delhi School of Economics Students Union, New Delhi, 7 March, 1984. Paper Presented : "Economic Planning and Political Imperatives in India".

Indo-French Seminar on Multi-level Planning, Centre for Development Research, Hyderabad, held at Delhi, March 28-30, 1984. Paper presented "A Comparative Analysis of Multi-level Planning of India and France".

- Prakash, Ram      HRD and Technology Change, Indian Society for Training and Development, Bangalore, 17-19 November, 1983. Paper Presented : "Management of Technology Change".
- Sachdeva, R.K.      Annual Covention of the Computer Society of India, Hyderabad, 14-17, March, 1984.
- Sarma, K.S.R.N.      Status of Municipal Government in India to-day, July 29-30, 1983. Participation of Voluntary organisations in Urban Development in Delhi, December 5-6, 1983.
- Saroja, S.      Conference on Commercial Banks and Seminar on Repayment of Institutional Agricultural Credit, New Delhi, 4-5 February, 1984.
- Singh, Shekhar      Politics of Environment, Indian Statistical Institute, New Delhi, 11 May, 1983. Talk on Politics of Environment.
- Lectures on Philosophy of Development, I.S.I. New Delhi, 9-12, August, 1983.
- Session on Natural Resources in India, Hindu College, Seminar on Environment, 15 September, 1983..
- Paper on Artisan Problems in India, OXFAM Seminar on Artisans, India International Centre, 27-28, September, 1983.
- Seminar on Philosophy of Law, organised by the Indian Council of Philosophical Research, Lucknow, 27-29 October, 1983. Paper presented : "Human Rights and the Indian Penal Code".
- Talked to Senior Officers of the IPS, Himachal Cadre at the Police Mess in Simla, on "Ethics and Police Administration, 3 November, 1983.
- Workshop on Development and the Environment, IIPA, New Delhi, 2-8 February, 1984. Paper presented : Environmental Education and Training.
- Seminar on Science for the Masses, Jamia Milia Islamia, New Delhi, 23 March, 1984. Paper presented : Technology for the Artisans".

Philosophy of Law, Indian Law Institute, Delhi, April 16, 1983. Paper presented : Capital Publication : A segregation approach.

Sudan, M.L.

Top Level Training Seminar on Management of Economic Development: New Horizons, IIPA in collaboration with Department of Personnel and Administrative Reforms, New Delhi, April 11-14, 1983.

Swarup, Kanti

Operational Research Convention organised by the Operational Research Society of India and IIT, Kanpur; chaired the technical session on Mathematical Programme; conducted the session by presenting the summary of the views and recent advancement in Maths.

Thavaraj, M.J.K.

Karl Marx and the Analysis of Society, organised by Social Scientist, Oct. 6-8, 1983, New Delhi paper presented. "Public works in Pre-colonial and colonial India".

"Marxist Studies on India", organised by Indian Institute for Regional Development Studies, Kottayam, Kerala;

Marx Centenary Seminar, organised by University of Delhi; Paper presented "Relivance of the Concept of the Asiatic Mode of Production to Indian Society

Chaired the session in the conference on "Bank Nationalization and After" organised by RBI & Daulat Ram College.

Indo-French Seminar on "Multi-level Planning" organised by Planning Commission and French Team of Planners, March 28-30, 1984, New Delhi; Paper presented "Decentralised Planning and Peoples Participation"

Indian Polity, IIPA, New Delhi; Paper presented; "Aspects of Fiscal Federalism in India"

Thyagarajan, M.

Attended the Annual Convention of the Indian Society for Training and Development at Bangalore, 17-19, November, 1983.

Attended the International Symposium on Project Management organised by the Project Management Association,

New Delhi, 30 November - 2 December, 1983.

Attended the Asian Congress on Management Sciences, Cybernetics and General Systems, New Delhi, 19-21 January 1984.

Tiwari, R.K.

National Seminar on Organising the unorganised Rural Labour, 5-8 January, 1984, organised by the Ministry of Labour, Government of India and National Labour Institute, New Delhi.

Upadhyay, J.N.

Rural Development in North Western Region, Centre for Rural Development, D.A.V. College, Chandigarh, 3-4 February 1984. Paper Presented : Development of Marketing Infrastructure for IRDP.

Verma, B.M.

Rural Development in North-Western Region, D.A.V.College, Chandigarh, 3-4 February, 1984. Paper presented : "Need for Public Policy for Eradication of Poverty - An appraisal of Integrated Rural Development Programme".

Verma, S.P.

Eighth Annual Conference of the Indian Public Administration held at Jaipur (April 2-4, 1983). Chairman of Panel on Administrative Theory and Value System

Round Table meeting on the Role of M.N.Cs in India, at the Third World Centre, Catholic University, Nijmegen, The Netherlands (October 26-28, 1983) Presented findings of the Research Project on M.N.Cs directed by him.

Seminar on the "Role of Higher Civil Services in India" organised by ICSSR North Regional Centre and Rajasthan Regional Branch, IIPA, at Jaipur (January 12-13, 1984).

Seminar on "Politics and Administration in India", organised by Deptt. of Political Science, Rajasthan University, Jaipur (January 13, 1984).

Seminar on Development Administration : New Challenges", jointly organised by the UP Sectt. Service Officers Association and Institute of Public Administration, Lucknow University, February 26-27, 1984.

Wishwakarma, R. K. Workshop on 'Forests and Tribal' organised by the Indian Environmental Society, IIPA, November 25-26, 1983.

Seminar on 'Voluntary Agencies and Urban Development' organised by the IIPA Centre for Urban Studies, December 5-6, 1983.

#### ASSOCIATION WITH COMMITTEES

Dubhashi, P.R. Member, Governing Body, National Institute of Bank Management

Member, Institute of Mass Communication, New Delhi,

Functional Chairman, Institute of Marketing and Management, New Delhi

Member, Standing Committee, Bureau of Police Research and Development, New Delhi

Member General Council, Institute of Applied Manpower Research, New Delhi

Member, Committee of Direction for the Consultancy and Promotional Cell of National Cooperative Consumers' Federation of India, New Delhi

Member, Governing Body, YMCA Institute of Management Studies, New Delhi.

Member, Executive Committee, Haryana Institute of Public Administration, Chandigarh

Member, ISTD, Board of Studies for the Diploma Programme in Training and Development, New Delhi

Member, Expert Group on the setting up of National Institute of Environmental Management

Vice-President, International Association of Schools and Institutes of Administration (Asian Region)

Barnabas, A.P. Research Advisory Committee, Ministry of Social Welfare, 1983-86.



Board of School of Social Sciences, Jawahar Lal Nehru University, 1982-85

Board of Governors, Christian Medical College, Ludhiana, 1984-89.

Expert Committee on Research in Role of Industrial Houses, Rural Development NIPCED.

Expert Committee on "Training of Child Development Project Officers", NIPCED.

Task Force for preparation of "Perspective Plan for Child, 2000 A.D., Ministry of Social Welfare, 1981-1984.

Task Force on "Research on Interaction between Health, Nutrition, Agriculture and Rural Development, Indian Council of Medical Research, 1984.

Chatterjee, Lipi

Bihar Psychological Association and Delhi Psychiatric Association

Datta, A.

Member, Task Force on financing of Urban Development, appointed by the Planning Commission, January - September, 1983.

Member, Working Group on Resources for Education in Seventh Five Year Plan, November 1983 - March 1984.

Goyal, S.K.

Member, Advisory Committee on the Indo-Dutch Programme on Alternatives in Development (IDPAD).

Member, Research Committee of "The Standing Conference of Public Enterprises, New Delhi.

Member, Editorial Board of the State Enterprise: A Quarterly Journal Published by the Standing Conference of Public Enterprises, New Delhi.

Member, Task force on Industrial Sector Statistics including un-organised sector, (High Level Expert Committee, Chairman Prof. A.M. Khusro), Central Statistical Organisation, Government of India, New Delhi

- Kabra, K.N. Member, Working Group on Training Policy for Development Administration during 7th Plan (Planning Commission).
- Member, 7th Plan Working Group on Civil Supplies (Planning Commission) & Member sub-group on Public Distribution System.
- Maheshwari, S.R. Member, Board of Studies, School of International Studies, Jawaharlal Nehru University, 1983-84.
- Board of Studies, Department of Political Science, Maharishi Dayanand University, Rohtak, 1983-84.
- Academic Committee, Institute of Administrative Studies, Muzaffarpur, 1983-85.
- Executive Committee of Indian Public Administration Association.
- Mukhopadhyay A. Member, Research Committee on Local Government, International Political Science Association.
- Minocha, O.P. Evolving a Code of Conduct for General Efficiency and Discipline, Central Board of Secondary Education, New Delhi.
- Mishra, S.N. Research Council, Meerut University, Meerut,
- Advisory Committee, Jagjivan Ram Institute for Parliamentary Studies, Patna.
- Prasad, Kamta Member, Minimum Wages Advisory Board, Government of India, Ministry of Labour.
- Member, Advisory Committee for Research and Development for Socio-economic Aspects of Water Management, Central Board of Irrigation and Power, Government of India.
- Member, Policy sub-group of the Working Group on Khadi and Village Industries for the 7th Plan, Planning Commission, Government of India.
- Member, General Body and Executive Committee of the Council for the Advancement of Rural Technology (CART) of Ministry of Rural Development, Government of India.

Member, Economic Advisory Council, Government of U.P.

Member, Academic Council, Indian School of Mines,  
Dhanbad

Expert Member, Board of Applied Science and Humanities,  
Avadh University, Faizabad (U.P.)

Member, Board of Studies in Economics, Banaras Hindu  
University, Varanasi.

Prakash, Ram      Department of Economic Affairs, Government of India,  
Committee for Training for Requirements and Identifica-  
tion of National Institutes for Collaboration with  
Economic Development Institute, Washington.

Puri, R.B.      Member Sub-group on Organizational Development for the  
Department of Tourism, Govt of India.

Sadasivan, S.N.      Member, National Talent Selection Interviews Board.  
  
Member, Northern Regional Centre, ICSSR

Singh, Jaideep      Member, Executive Committee, Society for International  
Development - Delhi Chapter, 1983.

Sudan, M.L.      Co-opted Member of the sub-group (on Monitoring) of the  
Working Group on Khadi and Village Industries consti-  
tuted by the Planning Commission for the 7th Plan.

Sachdeva, R.K.      Steering Committee on Computerization of Government  
Accounts, Government of Gujarat.

Shekhar Singh      Sub-Committee for formulating the Plan for the National  
Institute of Environmental Management, Department of  
Environment, Government of India.

Thavaraj, M.J.K.      Member, Working Group on District-Planning, Planning  
Commission; Chairman, Sub-group on Pre-requisite for  
District-Planning and Chairman, Drafting Committee.

Thyagarajan, M.      Member, Technical Committee of the International  
Symposium on Project Management organised by the  
Project Management Association, New Delhi.

Member, Construction Management Sectional Committee,  
BDC: 29, Indian Standards Institution, New Delhi.

Member, Output Standards for Building Industry, Sub-Committee, BDC: 29:4, Indian Standards Institution, New Delhi.

Member, Indian Standard Unified Nomenclature of Labour,  
DOC : BDC; 29 (3557), Indian Standards Institution, New Delhi.

Member, Safety in Construction Operation and Maintenance of River Valley Projects, Sectional Committee BDC : 67, Indian Standards Institution, New Delhi.

Member , Building Committee for National Building code,  
BDC:64, Indian Standards Institution, New Delhi.

Member, Cost Analysis and Cost Estimates Sectional Committee, BDC:63, Indian Standards Institution, New Delhi.

Planning and Organisation at Site Sectional Committee  
BDC:29, Indian Standards Institute, New Delhi.

Member, Project Management Association, New Delhi.

Member, Indian Society for Training and Development, New Delhi.

Member, Steering Group on Implementation of Recommendations of the National Workshop on Project Management in Public Sector Undertakings formed by Bureau of Public Enterprises, New Delhi.

Member, Board of Studies of the Department of Building Engineering and Management, School of Planning and Architecture, New Delhi.

Tiwari, R.K.

Member, Academic Council, Jiwaji University, Gwalior.

Upadhyay, J.N.

Member, Working sub-Group - 7th Five Year Plan of the Planning Commission on Khadi and Village Industries Commission.

Verma S.P.

Member, Executive of Indian Public Administration Association.

Member, Executive, Delhi Chapter of Indian Society for Training & Development.

Member, Board of Studies in Political Science & Public Administration, Ravi Shankar University, Raipur.

Member, Board of Studies in Political Science & Public Administration, Jabalpur University, Jabalpur.

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## CONTRIBUTIONS BY THE LIBRARY STAFF

Mohinder Singh

The project "Study of the Publications, Bibliographic Control, Distribution Mechanism of the State Governments and Compilation of a Select Bibliography of State Governments' Publications", started in November, 1982 with grant-in-aid from the ICSSR has been completed.

Santosh Bakshi and  
Sunita Gulati

Administrative Accountability: A Select Bibliography. 'Indian Journal of Public Administration', Vol.XXIX, No. 3 (July-September, 1983).

M.P. Nayar

Bibliography on Revivalism, 'Seminar', April, 1983; Bibliography on Political Options, 'Seminar', August, 1983; Bibliography on the Mass Media, 'Seminar', December, 1983.

A.K. Joshi

Bibliography on Security, 'Seminar', July 1983; Bibliography on Social Dilemmas, 'Seminar', November, 1983.

Devendra Kumar

Bibliography on Security, 'Seminar', July 1983; Bibliography on Islam, 'Seminar', October 1983.

M.S. Limaye

Bibliography on Global Choices, 'Seminar', June 1983; Bibliography on Federal Focus, 'Seminar', September 1983; Bibliography on the Punjab Tangle, 'Seminar', February 1984.

## C. FINANCES AND ACCOUNTS

During the year under report the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India sanctioned a maintenance grant of Rs. 37.53 lakhs (as against Rs. 37.51 lakhs in the previous year) out of which Rs. 34.24 lakhs were released during the year and the balance of Rs. 3.29 lakhs will be released during 1984-85. Grant of Rs. 6.50 lakhs was received from the Ministry of Works & Housing, Government of India for recurring expenditure of the Centre for Urban Studies. Grants of Rs. 3.50 lakh for Advanced Professional Programme in Public Administration, Rs. 2.29 lakhs for courses under Management Orientation Programme and Rs. 1 lakh for other special courses were received from the Department of Personnel and Administrative Reforms, Ministry of Home Affairs.

Various sponsoring departments placed at the disposal of the Institute a sum of Rs. 3.5 lakhs for meeting expenditure on the field study and study tour abroad by the participants of the Advanced Professional Programme in Public Administration. Grants from the sponsoring agencies for research studies, seminars and conferences amounted to Rs. 11.91 lakhs.

Course fees from various training programmes other than those mentioned above amountes to Rs. 8.73 lakhs (Rs. 1.19 lakhs in respect of the programme sponsored by other agencies and Rs. 7.54 lakhs from those sponsored by the Institute). The receipts from membership subscriptions, consultancy assignments, sale of publication rents etc, were of the order of Rs. 16.15 lakhs.

The total actual receipts for the year were to the order of Rs. 87.82 lakhs and grants to the order of Rs. 9.24 lakhs are due to be received.

The expenditure during the year under report, was Rs. 34.60 lakhs on establishment(including TA); Rs. 2.93 lakhs on Library, Rs. 3.70 lakhs on Publications, Rs. 6.50 lakhs on Maintenance of Buildings, rents, rates & Taxes, Water & Electricity charges, Rs. 3.76 lakhs on office expenses, Rs. 1.99 lakhs on services and supplies and furniture, fixtures and office equipment and miscellaneous, contingencies. The expenses on the Centre for Rural Development Administration amounted to Rs. 4.23 lakhs and that on Centre for Urban Studies to Rs. 6.78 lakhs besides Rs. 0.21 lakhs for publication of Nagarlok.

On the training side, the expenditure on Advanced Professional Programme in Public Administration sponsored by the Department of Personnel and Administrative Reforms amounted to Rs. 3.35 lakhs, on Management Orientation Programme Rs. 2.30 lakhs, on Management Development Programme and other Training Programmes Rs. 5.74 lakhs.

Adding to this, the expenditure on study tour abroad by APPPA Participants (Rs. 4.30 Lakhs); expenditure on consultancy assignments (Rs. 2.47 lakhs), expenditure on Research Projects/Seminars etc. (Rs. 11.15 lakhs); expenditure on District Planning Cells - DPAP (Rs. 0.15k lakhs); grants to branches (Rs. 1.41 lakhs) and advances to employees for house building, conveyance etc.

(Rs. 1.49 lakhs), The total expenditure of the Institute during the year amounted to Rs. 97.06 lakhs.

Audited statements of Accounts in detail are appended to this report (Annexure X). M/s Thakur, Vaidyanath Aiyar and Co. audited the accounts of the Institute for the year under report.

#### D. ACKNOWLEDGEMENTS

We express our gratitude to Shri M. Hidayatullah, the President of the Institute, Shri S.B.Chavan, Chairman of the Institute, and Dr. B.Venkatappiah, Chairman, Standing committee for their continued support and encouragement to the Institute. We are indebted to the Government of India, various Ministries and Departments for their financial support. We are thankful, in particular, to the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, for providing us recurring grant-in-aid and for the assistance to Institute's training activities and its various officers who helped the Institute and made their contribution to its development.

We are also indebted to the Advisory Committee of the Institute's Centre for Urban Studies and the Ministry of Works and Housing, for their interest and financial support for the maintenance of the Institute's Centre for Urban Studies.

We are thankful to various State Governments for extending their kind support to the Institute's training, research and consultancy programmes. A number of public sector undertakings and Government agencies assigned to us training programmes for their officers and consultancy & research projects. Our thanks are also due to them.

The Institute is thankful to the Indian Council of Social Science Research for their continued assistance in our research programmes.

Our thanks are also due to the members of the Institute who extended us support and cooperation during the year. The Regional and Local Branches have been taking great interest in the furtherance of the Institute's activities. We are grateful to them.

The academic faculty of the Institute deserves special mention for their contribution in the field of research, training and consultancy programmes. The Library, and publication units and the administrative and supporting staff also need special mention for their hard and dedicated work during the year.

The Institute's thanks are also due to several people in various walks of life, institutions and organisations for the help and advice given by them and for their active participation in the Institute's programmes.

ANNEXURES

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## RESEARCH AND

Completed

Project	Director
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## BEHAVIOURAL STUDIES AND PERSONNEL ADMINISTRATION DIVISION

- |   |            |
|---|------------|
| 1. Political Dimensions of the Role<br>of Multinationals in India | S.P. Verma |
|---|------------|

## CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

- |  |                  |
|--|------------------|
| 1. The Chenchupally Weaker Sections<br>cooperative Joint Farming Society -<br>A Socio-Economic Study | Ms. Sujata Singh |
|--|------------------|

- |  |                          |
|--|--------------------------|
| 2. Concurrent Evaluation of TRYSEM in<br>Rajasthan | S.N. Misra<br>B.M. Verma |
|--|--------------------------|

- |   |               |
|---|---------------|
| 3. Socio-Economic conditions of the<br>Rural Poor | J.N. Upadhyay |
|---|---------------|

- |   |             |
|---|-------------|
| 4. Bonded Labour Rehabilitation in<br>Chickmagalur District | R.K. Tiwari |
|---|-------------|

- |  |             |
|--|-------------|
| 5. Bonded Labour Rehabilitation in<br>Medak District | R.K. Tiwari |
|--|-------------|

- |   |             |
|---|-------------|
| 6. Status Paper on Existing Adminis-<br>trative Arrangements in Rural<br>Development Administration | R.K. Tiwari |
|---|-------------|

## I

## • CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
1981	ICSSR	Research Project
September 1982	IIPA	Research Project
June 1982	Ministry of Rural Development, Govt. of India	Research Project
1984		The report was integrated on the basis of individual reports of 9th APPPA participants who conducted their study in four States viz. Himachal Pradesh, Maharashtra, Madhya Pradesh and Tamil Nadu.
May 1983	Ministry of Labour, Govt. of India	Research Project
May 1983	Ministry of Labour, Govt. of India	Research Project
December 1983	Planning Commission Govt. of India	Research Project

Completed

Project	Director
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## MANAGEMENT SYSTEMS DIVISION

- |   |                |
|---|----------------|
| 1. Pilot Study for evolving a complete planning and monitoring system based on network techniques for the construction of Tons Hydro-Electric Project, Madhya Pradesh, Electricity Board            | M. Thyagarajan |
| 2. Pilot Study for evolving a complete planning and monitoring system based on network techniques for the construction of the Sanjay Gandhi Thermal Power Project, Madhya Pradesh Electricity Board | M. Thyagarajan |

## PUBLIC ENTERPRISES DIVISION

- |   |              |
|---|--------------|
| 1. A Survey of the Public Enterprises in Fiji   | K.L. Chawla  |
| 2. Organisational Relationship and the Government control of Public Enterprises in India                          | O.P. Minocha |
| 3. Indo-Dutch Programme on Alternatives in Development (IDPAD) research project on 'Corporate Information System' | S.K. Goyal   |

## SOCIAL WELFARE ADMINISTRATION AND SOCIAL ADMINISTRATION DIVISION

- |  |                              |
|--|------------------------------|
| 1. Review of Social Welfare Administration in India, Bangladesh, Malaysia, Pakistan, Sri Lanka and Nepal | P.R. Dubhashi<br>M.K. Narain |
|--|------------------------------|

## CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
1983-84	Madhya Pradesh Electricity Board, Jabalpur	Consultancy
1983-84	Madhya Pradesh Electricity Board, Jabalpur	Consultancy
1983	United Nations Asian & Pacific Development Centre, Kuala Lumpur, Malaysia	Research Project
1981-82	TIPA	Research Project
1981-82	Indo-Dutch Programme on Alternatives in Development	Research Project
August 1983	Centre for Social Development and Humanitarian Affairs (U.N.), Vienna, Austria	Consultancy

## RESEARCH AND

Completed

Project	Director
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## CENTRE FOR URBAN STUDIES

- |   |                   |
|---|-------------------|
| 1. Municipal Government and Urban Development: A Study of the Recent Reforms in West Bengal                                       | A.K. Mukhopadhyay |
| 2. Municipal Personnel Administration: A Comparative Study of Unified and Separate Systems  | A.K. Mukhopadhyay |
| 3. Slum Upgradation - Study of Kanpur city  | M.K. Narain       |
| 4. Integrated Development - the view from a Medium-sized town in Haryana  | Raj Nandy         |
| 5. Unit Cost of creating a job in Central Government and Allied Undertakings : Its Employment Multiplier Effects and Implications | R.K. Wishwakarma  |

## INTER-DIVISION PROJECTS

- |   |  |
|---|--|
| 1. Filing system in Advances Department of Panjab and Sind Bank                                   | S.P. Verma<br>O.P. Minocha<br>Brij Bhushan<br>Rakesh Gupta |
| 2. Reorganisation of the Directorate-General of Resettlement, Ministry of Defence, Govt. of India | P.R. Dubhashi<br>R.B. Puri<br>B.M. Naik                    |

## CONSULTANCY

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Year of Initiation	Funding Agency	Nature of Project
May 1983	IIPA	Research Project
Jan. 1983	Ministry of Works and Housing, Government of India	Research Project
1983	IIPA	Research Project
1983	IIPA	Research Project
March 1982	Town and Country Planning Organisation and Ministry of Works & Housing, Government of India	Research Project
1983	Punjab and Sind Bank	Consultancy
October 1982	Ministry of Defence	Consultancy

## RESEARCH AND

## In Progress

Project	Director
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## BEHAVIOURAL STUDIES AND PERSONNEL MANAGEMENT DIVISION

- |   |                            |
|---|----------------------------|
| 1. Organisation of Personnel Administration of Tear Smoke Unit, Tekanpur, Gwalior | O.P. Minocha<br>S.P. Verma |
|---|----------------------------|

## CENTRE FOR URBAN STUDIES

- |   |  |
|---|--|
| 1. Financing of Urban Development in Delhi - 2001 A.D.                      | K.S.R.N. Sarma<br>G. Jha<br>Rakesh Gupta |
| 2. Role of Voluntary Agencies in Urban Development and their training needs | M.K. Narain                              |

- |   |                  |
|---|------------------|
| 3. Integrated Development of Small & Medium Towns: Programme Implementation, Its Evaluation and Impact Analysis | R.K. Wishwakarma |
|---|------------------|

## CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

- |   |             |
|---|-------------|
| 1. Panchayati Raj Bureaucracy and Rural Development | S.N. Mishra |
|---|-------------|

## CONSULTANCY

Year of Initiation	Expected Date of Completion	Funding Agency	Nature of Project
	Nov. 1984	Tear Smoke Unit; Tekanpur, Ministry of Home Affairs	Consultancy
Nov.-Dec. 1982	May 1984	D.D.A.	Consultancy
June 1983		IIPA	Research Project  To find out how the voluntary agencies could be helpful in urban development and their training needs.
Sept. 1983	August 1984	Ministry of Works & Housing Govt. of India	Research Project  The study is an evalua- tion of the centrally sponsored IDSMT Projects in the two towns of Sriganganagar and Trichur
August 1983	October 1984	Ministry of Rural Development	Research Project  Defining Role of Bureaucracy and Pancha yati Raj Bodies in Rural Development and providing a viable framework.



In Progress

Project	Director
2. Planning Process for Rural Development at the Block and District Level	Kamta Prasad
3. Bench-Mark Study of Socio-Economic conditions & Growth Potential in Drought Districts of W. Bengal, Haryana & Jammu Kashmir	Kamta Prasad
4. Management of Integrated Rural Development Programme	P.R. Dubhashi M.L. Sudan Mrs. M. Lakshmiswaramma

## CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
June 1983    June 1984	Ministry of Rural Development	Research Project  To evaluate the process of formulation of rural development schemes at district, block levels in the States of Gujarat & Bihar.
Jan. 1982    July 1984	Central Water Commission, Govt. of India	Research Project  The study will cover all the drought prone districts of the 3 states and give an account of the socio- economic problems of the selected states and dis- tricts and assess the impact of rainfall, irri- gation and development on the economic condition of people and give suggestions for their improvement.
November 1983    November 1984	Ministry of Rural Development Govt. of India	Research Project  A study of the ade- quacy and the effecti- veness of administrative processes at the District and Block level in Rajasthan (Alwar District).

## RESEARCH AND

Completed

Project	Director
5. Integrated Rural Development Programme in Delhi (Union Territory) - its Evaluation	M.L. Sudan Mrs. M. Lakshmiswaramma
6. Marketing Services under I.R.D.P.	J.N. Upadhyay
7. Implementation Processes in National Rural Employment Programme	R.K. Tiwari
8. Concurrent Monitoring and Evaluation of TRYSEM in India 1979-81	M.K. Gaur
9. Rural Violence	Kuldeep Mathur
MANAGEMENT SYSTEMS DIVISION	
1. Development and Management Training Project USAID	Ram Prakash

## CONSULTANCY

Year of Initiation		Funding Agency	Nature of Project
June 1983		Delhi Administration	To evaluate various aspects of the launching of I.R.D. programmes in the Union Territory of Delhi.
June 1983	Sept. 1984	Ministry of Rural Development, Govt. of India	Research Project.  To assess and suggest marketing services under IRDP in districts of Madhubani (Bihar) and Junagadh (Gujarat)
July 1983	July 1984	Ministry of Rural Development, Govt. of India	Research Project.  To identify the problems encountered in the execution of the programme in one District (four blocks).
May 1981	July 1984	Ministry of Rural Development, Govt. of India.	Research Project
July 1983	Dec. 1984	Indian Council of Social Science Research	Research Project
Jan. 1984	Nov. 1984	USAID	Consultancy.  Identification of training needs in the subject matter of the selected ministries and the training institutes.

## RESEARCH AND

## In Progress

Project	Director
2. Design and Implementation of Financial Information System for Government of Gujarat	R.K. Sachdeva
3. Modernization of the 100-year old Periyar vaigai Irrigation Project, Madurai	M. Thyagarajan

## PUBLIC ENTERPRISES DIVISION

1. Regulatory Administration of Private Corporate Sector in India	S.K. Goyal
2. Comparative Performance of Public Enterprises and Large Private Sector Companies	S.K. Goyal
3. Growth and Regulation of Foreign Private Capital in India since Independence	S.K. Goyal
4. Interdependence of goods and Services sectors in a Developing Economy	Anil C. Ittyerah

## PUBLIC POLICY AND PLANNING DIVISION

1. Target Group Oriented Public Distribution System	K.N. Kabra Anil C. Ittyerah
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## CONSULTANCY

Year of Initiation		Funding Agency	Nature of Project
March 1980	4-5 years duration	Government of Gujarat	Consultancy  Design and Implementation of Computer based Management Information system.
1977-78	Continuing assignment	The Management of the Periyar Vaigai Irrigation Project, Madurai, Public Works Deptt., Govt. of Tamil Nadu	Consultancy.
Dec. 1980	Nov. 1985	Indian Council of Social Science Research	Research Project
Jan. 1983	July 1984	The Standing Conference of Public Enterprises (SCOPE)	Research Project
Aug. 1983	Feb. 1985	Planning Commission, Ministry of Planning, Govt. of India.	Research Project
July 1982	Dec. 1984	ICSSR	Research Project
Oct. 1983	Oct. 1984	Ministry of Civil Supplies, Govt. of India	Research Project.  Investigation of the factors affecting access to the

## RESEARCH AND

## In Progress

Project	Director
2. Design and Implementation of Financial Information System for Government of Gujarat	R.K. Sachdeva
3. Modernization of the 100-year old Periyar vaigai Irrigation Project, Madurai	M. Thyagarajan

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## PUBLIC POLICY AND PLANNING DIVISION

1. Target Group Oriented Public Distribution System	K.N. Kabra Anil C. Ittyerah
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Year of Initiation		Funding Agency	Nature of Project
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Dec. 1980	Nov. 1985	Indian Council of Social Science Research	Research Project
Jan. 1983	July 1984	The Standing Conference of Public Enter- prises (SCOPE)	Research Project
Aug. 1983	Feb. 1985	Planning Commission, Ministry of Planning, Govt. of India.	Research Project
July 1982	Dec. 1984	ICSSR	Research Project
Oct. 1983	Oct. 1984	Ministry of Civil Supplies, Govt. of India	Research Project.  Investigation of the factors affecting access to the



## RESEARCH AND\*

In Progress

Project	Director
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- |  |                             |
|--|-----------------------------|
| 2. A Study of formulation of Agriculture policy including policy regarding Priority of Agriculture Production in Indian Planning | P.R. Dubhashi<br>B.M. Verma |
|--|-----------------------------|

- |                             |            |
|-----------------------------|------------|
| 3. Nationalisation in India | K.N. Kabra |
|-----------------------------|------------|

- |   |               |
|---|---------------|
| 4. Judicial Policy Formulation in India | Shekhar Singh |
|---|---------------|

## SOCIAL WELFARE ADMINISTRATION AND SOCIAL DEVELOPMENT DIVISION

- |  |                         |
|--|-------------------------|
| 1. Patterns and Conditions of Fertility Decline in India | Shanta Kohli<br>Chandra |
|--|-------------------------|

- |   |                         |
|---|-------------------------|
| 2. Abortion: A comparative Study of Government Hospital and Voluntary run clinics | Shanta Kohli<br>Chandra |
|---|-------------------------|

- |  |                |
|--|----------------|
| 3. Administration and Social Development in Kerala | S.N. Sadasivan |
|--|----------------|

- |   |                |
|---|----------------|
| 4. Ecology and Administration in Kerala | S.N. Sadasivan |
|---|----------------|

- |                                |                |
|--------------------------------|----------------|
| 5. District Councils in Kerala | S.N. Sadasivan |
|--------------------------------|----------------|

## INTER-DIVISION PROJECTS

- |  |   |
|--|---|
| 1. Review of the Strength of Officers and Staff in the Railway Board | P.R. Dubhashi<br>K.L. Handa<br>O.P. Minocha |
|--|---|

## \* CONSULTANCY

Year of Initiation		Funding Agency	Nature of Project
			P.D.S. and the evolution of a method of preferential access to weaker sections, and to study the viability of fair price shops.
Nov. 1982	Nov. 1984		Research Project.
Oct. 1980	Oct. 1984	I.C.S.S.R.	Research Project.
Sept. 1981	1984	IIPA	Research Project
Oct. 1983	Oct. 1984	IIPA	Research Project
Oct. 1983	Oct. 1984	IIPA	Research Project
1981	1986	IIPA	Research Project
1981	1986	IIPA	Research Project
1981	1986	IIPA	Research Project
	Nov. 1984	Railway Board	Consultancy

## ANNEXURE II

## LIST OF PUBLICATIONS

1. Project Planning in India by Mridula Krishna
2. Small Industry Development Programme by Ram K. Vepa
3. Integrated Development of Small and Medium Towns Ed. R.K. Wishwakarma and Gangadhar Jha.
4. Action Research for Development - Ed. Kuldeep Mathur and Harsh Sethi
5. Public Services in a Democratic Context - Ed. R.B. Jain
6. Case Studies in Public Administration by S.N. Sadasivan
7. Case Studies in Indian Administration - Ed. Jaideep Singh
8. Union State Relations - Ed. T.N. Chaturvedi and A. Datta
9. Planning and Its Implementation - Ed. T.N. Chaturvedi and Kamta Prasad
10. Administrative Reforms - Ed. T.N. Chaturvedi and S.R. Maheshwari
11. Small Scale Sector and Big Business - S.K. Goyal, et., al.

## ANNEXURE III

## EXECUTIVE COUNCIL AND THE COMMITTEES

## EXECUTIVE COUNCIL

## President

Shri M. Hidayatullah  
Vice-President of India

## Chairman

Shri S.B. Chavan  
Union Minister of Defence

## Vice-Presidents

Shri Jagmohan	Governor of Jammu & Kashmir, Raj Bhavan, Srinagar.
Shri S.L. Khurana	Governor of Tamil Nadu, Raj Bhavan, Madras.
Prof. M.V. Mathur	Ex-Vice-Chancellor, University of Rajasthan and Member, Fourth Pay Commission, 51, Western Court, New Delhi.
Shri H.M. Patel	Savita Bungalow, Bakrol Road, Vallabh Vidyanagar(Guj.)
Shri L.P. Singh	20, Poorvi Marg, Vasant Vihar, New Delhi.
Dr. B. Venkatappiah	Chairman, Council for Social Development, 53 Lodi Estate, New Delhi.

## Members

Shri V. Anandaraou	CommissionerforSugar and Cane Developmentand Ex-officioSecretary for Government Industries & Commerce Department (AP), Hyderabad.
Shri A.C. Bandopadhyay	Secretary to the President of India, Rashtrapati Bhavan, New Delhi.
Prof. M. Bhattacharya	Centenary Professor of Public Administration, Department of Political Science, Calcutta University, Calcutta.

Shri M.K. Chaturvedi	Principal Secretary, Government of Madhya Pradesh, Bhopal.
Shri T.N. Chaturvedi	Comptroller and Auditor General of India, Bahadurshah Zafar Marg, New Delhi.
Prof. A. Datta	Indian Institute of Public Administration, New Delhi.
Prof. N.R. Inamdar	Lokmanya Tilak Professor of Politics and Public Administration and Head of the Department, University of Poona, Pune.
Shri B.B. Jindal	Member(Finance & Accounts), U.P.State Electricity Board, Shakti Bhawan, Lucknow
Prof. Shanti Kothari	Former M.P., President, Academy of Applied Politics, New Delhi.
Shri B.C. Mathur	Former Secretary, Department of Supply, Government of India, New Delhi.
Shri K.P. Medhekar	Director-General of Police, Maharashtra, Bombay
Dr. W.G. Naidu	Manager (Training & Development), Bharat Heavy Electricals Ltd., Bhopal.
Prof. Kamta Prasad	Indian Institute of Public Administration, New Delhi.
Dr. R.C. Paul	Vice-Chancellor, Punjab University, Chandigarh.
Shri S. Ramanathan	Secretary (Co-ordination), Cabinet Secretariat, New Delhi.
Shri T.R. Satishchandran	Chief Secretary to the Government of Karnataka and Chairman IIPA Karnataka Regional Branch, Bangalore
Dr. B.D. Sharma	Vice-Chancellor, North Eastern Hill University, Shillong.
Shri B.P. Singh	Joint Secretary, Ministry of Steel & Mines, Department of Mines, Government of India, New Delhi.
Dr. L.M. Singhvi	B-8, South Extension Part II, New Delhi.

Shri M. Subramanian	Secretary, Department of Civil Supplies, Government of India, New Delhi.
Shri Chinubhai Chimanbhai Seth	Chairman, IIPAGujarat Regional Branch, Sahibag, Ahmedabad (Gujarat)
Dr. V. Subramanian	M.L.A., 122, Buena Vista, Jagannath Bhosle Marg, Bombay.
Shri T.K. Thanickachalam	Joint Director of Agriculture 2, CIT Colony, 7th Cross Street West, Shenoy Nagar, Madras.
Prof. M.J.K. Thavaraj	Indian Institute of Public Administration, New Delhi.
Dr. H.R. Trivedi	Honorary Director, Institute of Cultural & Urban Anthropology, Ahmedabad.
Shri R.K. Trivedi	Chief Election Commissioner, Government of India, New Delhi.
	Chairman, IIPAWest Coast Regional Branch, Panaji, Goa.
	Honorary Treasurer
Shri G.C.L. Joneja	E-1/3, Vasant Marg, Vasant Vihar, New Delhi.

Director & Member-Secretary

Shri P.R. Dubhashi

#### COMMITTEES

##### STANDING COMMITTEE

1. Dr. B. Venkatappiah (Chairman)
2. Shri M.K. Chaturvedi
3. Prof. A. Datta
4. Shri B.B. Jindal

5. Shri G.C.L. Joneja
6. Prof. Shanti Kothari
7. Shri B.C. Mathur
8. Prof. M.V. Mathur
9. Shri B.P. Singh
10. Prof. M.J.K. ThavaraJ
11. Director P.R. Dubhashi (Member-Secretary)

Shri T.N. Chaturvedi will be a permanent invitee to the meetings of the Standing Committee.

#### ACADEMIC COMMITTEE

1. Director P.R. Dubhashi (Chairman)
2. Shri M. Subramanian
3. Prof. Shanti Kothari
4. Prof. M. Bhattacharya
5. Dr. D.D. Narula
6. Prof. S.K. Sharma
7. Prof. Ramesh K. Arora
8. Dr. N.R. Inamdar
9. Shri H.K. Barpujari
10. Prof. V. Shanmugasundaram
11. Prof. M.J.K. ThavaraJ
12. Prof. A. Datta
13. Prof. Kamta Prasad

14. Prof. K.L. Handa
- 15. Shri M. Thyagarajan
16. Dr. R.B. Puri

## EDITORIAL BOARD

1. Shri T.N. Chaturvedi (Editor)
2. Prof. C.P. Bhambhri
3. Prof. M. Bhattacharya
4. Shri P.R. Dubhashi
5. Prof. Shanti Kothari
6. Prof. S.R. Maheshwari
7. Shri Mohan Mukerji
8. Prof. M.A. Muttalib
9. Prof. K. Seshadri
10. Dr. B.D. Sharma

## COMMITTEE ON CASE STUDIES

1. Prof. M.V. Mathur (Chairman)
2. Shri V. Anandaraou
3. Prof. M. Bhattacharya
4. Prof. A. Datta
5. Shri B.B. Jindal
6. Dr. W.G. Naidu
7. Shri M. Subramanian
8. Shri T.K. Thanickachalam



9. Dr. H.R. Trivedi
10. Director P.R. Dubhashi (Project Director)
11. Dr. Jaideep Singh, (Member-Secretary)

## ADVISORY COMMITTEE FOR CENTRE FOR URBAN STUDIES

1. Union Minister of Works & Housing (Chairman Ex-Officio)
2. Minister of State of Works & Housing (Vice-Chairman, Ex-Officio)
3. Secretary, Ministry of Works & Housing (Member, Ex-Officio)
4. Commissioner, Delhi Municipal Corporation (Member Ex-Officio)
5. Chairman-cum-Managing Director, HUDCO (Member, Ex-Officio)
6. Joint Secretary, Ministry of Works & Housing (Member, ex-officio)
7. Vice-Chairman, D.D.A (Member, Ex-Officio)
8. Prof. M. Bhattacharya
9. Shri M.K. Chaturvedi
10. Prof. A. Datta
11. Prof. M.V. Mathur
12. Prof. M.A. Muttalib
13. Prof. D.P. Singh
14. Director P.R. Dubhashi (Member-Secretary)

## SCREENING COMMITTEE FOR ADMISSION OF NEW MEMBERS

1. Prof. Shanti Kothari
2. Shri B.C. Mathur
3. Shri B.P. Singh

PLANNING AND ADVISORY COMMITTEE

The Planning and Advisory Committee for the year 1983-84 consisted of the following:

Co-ordinators of all Divisions

Course Director, APPFA

Smt. Shanta Kohli Chandra

Shri G. Jha

Shri J.C. Kapur

Dr. R.B. Puri

## ANNEXURE IV

## ACTIVITIES OF BRANCHES

## REGIONAL BRANCHES

## BIHAR

Chairman Shri K.K. Shrivastava,  
Chief Secretary, Government of Bihar

Hony. Secretary Dr. J.K.P. Sinha,  
Dy. Commissioner, Commercial Taxes, Patna.

Membership Ordinary 39; Life 124; Corporate 7

The branch held discussions on the following papers during the year:

Date	Subject	Paper writer
4.4.83	'Reflections on Municipal Finance in Bihar'	Dr. Chebkar, Principal, Patna College, Patna
6.7.83	'The Independence of the Bench' & Bar Council ' Bihar	Shri K.P. Verma, Advocate
5.9.83	'The Chelliah Report on Rationalisation of Sales Tax System in Bihar'	Dr. J.K.P. Sinha
3.12.83	'The Managers' Dilemma in the Eighties'	Shri M.K. Varma, Ex-Director, Personnel, Philips India, Ltd.

During the year, the research project on 'Three decades of Administration of Commercial Taxes in Bihar' was completed by Dr. J.K.P. Sinha, Hony. Secretary of the Regional Branch. Besides this, the research studies on 'Finances of States Undertakings in Bihar, by Mrs. Nutan Sinha and 'Entertainment Taxes in Bihar' by Prof. N. Sinha continued to be carried on.

## DELHI

Chairman	Shri R.M. Agrawal Chief Secretary Delhi Administration, Delhi
Hony. Secretary	Shri S.R. Sharma, Commissioner, Sales Tax, Delhi
Membership	Ordinary 365; Life 664; Corporate 21

The branch took up the work relating to preparation of a monograph on the working of Delhi Administration and its local bodies and the manuscript is complete.

Follow up action has been taken on the study report conducted by the branch on 'Public Participation in the Development Programmes'.

The branch organised an Essay competition on 'Redressal of Public Grievances-Suggestions regarding' amongst the officers and staff of Delhi Administration and its local bodies/undertakings.

## GUJARAT

Chairman	Shri Chinnubhai Chimanbhai Seth, Shahibag, Ahmedabad
Hony. Secretary	Prof. D.N. Pathak, 21, New Alkapuri Society, Ahmedabad
Membership	Ordinary 20; Life 42; Corporate 10

The branch organised the following lectures during the year.

Subject	Speaker
1. 'Dr. Vikram Sarabhai as an Institution Builder'	Dr. S.R. Ganesh and Shri Padmabh Joshi of the Indian Institute of Management, Ahmedabad
2. 'Higher Education Opportunity and Challenges in the next decade'	Shri K.C. Parikh, Pro-Vice Chancellor of Gujarat University, Ahmedabad.

3. 'The Place of Law in Public Administration' Shri Bipin Shukla,  
Director, School of Law,  
Gujarat University,  
Ahmedabad.
4. 'Tension Areas in Centre-State Relation'. Shri P.N. Sheth, Reader  
and Head of the Department  
of Political Science, Gujarat  
University, Ahmedabad.

## JAMMU &amp; KASHMIR

Chairman	Shri S.C. Pathak, Chief Regional Manager, State Bank of India, Srinagar.
Hony. Secretary	Shri Veeranna Aivalli, DIG, Home Guards & Civil Defence J & K, Srinagar.
Membership	Ordinary 20; Life 42

The branch organised the following lectures during the year:

Date	Subject	Speaker
16.4.83 (Jammu)	'Taxation Administration'	Shri G.L. Garoo, Inspecting Asstt. Commissioner. of Income Tax, Jammu
6.5.83	'Single Line Administration - An Engineers' view Point.'	Shri N.A. Qazi, Chief Engineer, Irrigation and Flood Control Deptt. Srinagar.
28.6.83	'Some thoughts on Public Administration'	Dr. K. Raghavendra Rao, Prof. of Political Science, Karnataka University, Dharwad
4.8.83	'Ethics and Administration'	Dr. Acharya Kusum
14.9.83	'Performance Budgeting'	Prof. K.L. Handa, Prof. of Financial Management, IIPA. New Delhi.

17.9.83 (Srinagar)	'Some thoughts on Administration'	Dr. Farooq Abdullah, Chief Minister, J & K State.
29.9.83 (Srinagar)	'Administrative Law in India'	Shri M. Hidayatullah, Vice President of India and President of IIPA & Shri B.K. Nehru, Governor of J & K State.
29.11.83 (Jammu)	'Proceedings of the Annual Meeting of the Members - A Report'	Shri Veeranna Aivalli, IPS, Commissioner of Vigilance, J&K
14.3.1984 (Jammu)	'Financial Administration'	Shri S.S. Ahmad, Accountant General, J&K.

Shri P.R. Dubhashi, Director, IIPA met the members during his visits to Srinagar and discussed the organisational matters.

Shri M. Thayagarajan of the IIPA Faculty, also met the members on September 8 & 19, 1983, and acquainted himself with the activities of the branch.

#### KERALA

Chairman	Shri G. Bhaskaran Nair, IAS (Retd.)
Hony. Secretary	Shri V.U.K. Nambissan, Additional Secretary to Government (Retd.)
Membership	Ordinary 117; Life 54; Corporate 9

The branch organised a Seminar on 'Police Reforms in Kerala' on January 13, 1984. Sixty-six delegates participated in the Seminar which included besides members of IIPA, Senior Officers of the Police Department and Members of the Police Reforms Commission etc.

Shri G. Bhaskaran Nair, Chairman of the branch presided. Shri V.U.K. Nambissan welcomed the delegates. The key Note address was delivered by Shri M. Gopalan, former I.G. of Police, Kerala. Shri R. Gopalaswamy, Chief Secretary, Kerala, Shri T.A.S. Iyer, Chairman of the Police Reforms Commission and Shri Venkitachalam, Director General of Police (Intelligence) also spoke on the subject. Dr. V.K. Sukumaran Nair, Vice-Chairman of the branch summed up the discussions.

The Report on the research project on 'Plan implementation at State level with special reference to Agriculture Department programmes during V Plan' taken up by Dr. K. Raman Pillai, Head, Department of Politics, Kerala

University, was published.

The report on the research project on 'Food for Work Programme' directed by Dr. S.N. Sadasivan alongwith some other case studies edited by him has been published by the IIPA.

#### MAHARASHTRA

Chairman	Shri R.D. Pradhan, Chief Secretary, Government of Maharashtra, Bombay
Hony. Secretary	Shri R.C. Iyer, Chairman, & Managing Director, Maharashtra State Textile Corporation Ltd., Bombay.
Membership	Ordinary 132; Life 376; Corporate 33

The branch arranged the following talks during the year:

Date	Subject	Speaker
30.7.83	'Yoga for Administration'	Shri B.K.S. Iyengar
11.8.83	'Working among the Adivasis'	Shri Jayantarao Patil
24.8.83	'Managing an Examination System'	Shri D.T. Joseph
6.9.83	'Administration through the eyes of a Legislator'	Prof. G.P. Pradhan M.L.C.
29.9.83	'Inter-State River Water-Problems-Management & Development'	Shri M.A. Chitale
8.11.83	'Glimpses of a EROPA Conference in South Korea'	Shri P.R. Dubhashi Director, IIPA
15.11.83	'Comparative View of Public Administration in India and U.S.A.'	Dr. P.M. Kamath
6.12.83	'Our Planning & Administration'	Prof. M.V. Mathur Ex-Vice Chancellor, Rajasthan University and Member, Fourth Pay Commission

27.12.83	'Current Trends in Industrial Relations'	Shri Shyamkant Gokhale
9.2.84	'American Presidential Elections'	Ambassador Robert G. Neumann
27.2.84	'Administrative Reminiscences'	Shri D.S. Joshi
19.3.84	'As I look back as an administrator.'	Shri J.B. D'Souza

A Book Presentation Programme was held in which Prof. V.B. Kamath presented the book 'Can Pakistan Survive?' by Shri Tariq Ali. About 20 persons participated in the programme.

The branch also arranged a Film Show on Computers. During the year, the branch organised a training programme on 'Transactional Analysis' by Shri Suresh Divekar. Twenty-four participants took part in the programme.

Since the last year, the branch has adopted the practice of concentrating on a specific theme for the 'Public Administrator'. For 1982-83, the theme was 'Productivity in Public Administration'. For 1983-84, the theme was 'Personnel Management in Public Administration'.

The branch conducted Essay Competition. The subjects selected for the competition were: (1) Personnel Management in Public Administration and (2) The Role of the Press in improving Public Administration.

A Committee consisting of (1) Shri A.D. Samant (2) Shri L.N. Doshi and (3) Prof. V.B. Kamath evaluated the essays and prizes were awarded to the following:

**1st Prize Rs. 1000/-**

Shri Dharendra Krishna,  
Sr. Dy. Accountant General, Office of the Accountant General I,  
Kerala, Trivandrum

**2nd Prize Rs. 750/-**

Smt. Bharati Kiran Garud,  
Building No.27, Block No.14, 2nd Floor, Everest Cooperative Housing  
Society, Deendyal Marg, Dombivli (West), (District Thane)

**Consolation Prize Rs. 250/-**

Shri R.G. Sood, Editor in Chief,  
Distt. Gazetteers, Himachal Pradesh Govt.  
U.S. Club, Simla.



A research study on Key Responsibility Areas of the Collector' is being carried out by Shri V.P. Raja, Transport Commissioner, Government of Maharashtra. Another study of Legislature Questions is proposed to be carried out by Shri S.H. Belawadi, Retired Secretary, Maharashtra Legislature Secretariat.

In 1965, the branch published the 'Organisation of the Government of Maharashtra'. The Government of Maharashtra have sanctioned a grant of Rs.20,000/- to the branch for revising and up-dating this publication.

During the year under report, 234 books were added to the Library of the regional branch, taking the total number of books to 5990. The branch also subscribes to or receives complementary copies of more than 25 periodicals on Public Administration and related subjects as well as periodicals of general interest.

#### RAJASTHAN

Hony. Secretary      Shri M.L. Mehta, Director, H.C.M. State Institute  
of Public Administration, Jaipur

Membership      Ordinary 48; Life 83; Corporate 4

A lecture meeting of the branch, held on July 18, 1983 was addressed by Prof. Wyn. A. Reilly, senior Faculty Member of Department of Administrative Studies, University of Sussex, U.K. Prof. Reilly, speaking on 'Development Administration'. The African Experience', discussed the processes of decentralisation and evolution in the perspective of the development experience in Africa.

The branch organised also three lecture meetings, in September, 1983.

The first, organised in collaboration with the Department of Sociology, University of Rajasthan, was addressed by Shri B. Verma, Director, Internal Security Academy, Mount Abu. He spoke on 'The Naxalite Movement'.

In the second, Prof. D.P. Singh, Head, Department of Public administration, Lucknow University, delivered a lecture on 'The Indian Urban Scene'. Prof. Ramesh K. Arora, Head, Department of Public Administration, Rajasthan University, presided.

Prof. M.L. Mishra, Head, Department of Economics of Management, University of Sokoto, Sokoto, Nigeria, spoke on 'Organisation Development: India and Nigeria'. Prof. Ramesh K. Arora presided in this meeting also.

The branch, in collaboration with the Rajasthan University's Department of Public Administration, organised two extension lectures of Shri P.R. Dubhashi, Director, IIPA, on 'Public Administration in India: Themes and Issues' on December 20, 1983. Prof. Ramesh K. Arora presided.

The branch, in collaboration and with the support of the north Regional Centre of Indian Council of Social Science Research and Involvement of Rajasthan University's Department of Public Administration, organised a seminar on 'Role of Higher Civil Services in India' on January 12-13, 1984.

Shri V.I. Rajagopal, Home Secretary, Government of Rajasthan, inaugurated the seminar. Shri M.M.K. Wali, the then Chief Secretary, Government of Rajasthan, gave the Valedictory address.

#### TAMIL NADU

Chairman	Shri V Karthikeyan, IAS (Retd.) Chairman, State Planning Board, Madras
Hony. Secretary	Shri P.L. Ponnuswamy Jt. Director of Agriculture, Madras
Membership	Ordinary 163; Life 148; Corporate 3

The branch arranged the following lectures during the year:

Date	Subject	Speaker
29.9.83	Management of Railways	Shri M. Ramaswami, Additional General Manager, Southern Railway
2.9.83	'Government Information System'	Prof. J.C. Krishnaiah, Systems Research Institute, Pune

The branch also arranged the lecture meetings on October 26, 1983 and January 3, 1984, which were addressed by Prof. M.V. Mathur, Vice-President, Indian Institute of Public Administration and Dr. M.J.K. Thevaraj, Professor of Financial Administration, IIPA, respectively.

#### UTTAR PRADESH

Chairman	Dr. J.D. Shukla 5, Butler Road, Lucknow
Hony. Secretary	Shri T.N. Dhar 27-B/5 Lajpat Rai Marg, Lucknow

Membership                      Ordinary 131; Life 168; Corporate 11

The periodic meetings of the branch were held from time to time.

The branch organised a Seminar on March 25, 1984, on 'Interaction between Politics and Administration in Post-Independence India'. Shri Shripati Misra, Chief Minister of U.P., inaugurated the seminar. Shri P. Venkatasubbaiah, Minister of State for Home Affairs, Government of India, was the Chief Guest. About 100 academics, administrators and others participated in the Seminar. A number of papers on the theme of the Seminar were also presented.

Other regional branches were: Andhra Pradesh, Assam, Goa (West Coast Regional Branch), Karnataka, Madhya Pradesh, Orissa, Pondicherry, Punjab/Haryana/ Chandigarh and West Bengal. No reports regarding their acti-

#### LOCAL BRANCHES

##### MADURAI

Chairman	Smt. V. Chandralekha Collector, Madurai
Hony. Secretary	Shri G. Venkidusamy, RRD 13 Teachers Colony, Madurai
Membership	Ordinary 75; Life 3

The branch was established on 3.7.1983.

##### MANIPUR (IMPHAL)

Chairman	Shri D.N. Barua Chief Secretary, Government of Manipur, Imphal
Hony. Secretary	Dr. R.P. Singh Senior Lecturer, D.N. College of Arts and Commerce, Imphal
Membership	Ordinary 10; Life 30; Corporate 1

Shri Holkhomang Haokip, Minister of Industries, Manipur, inaugurated a two-day seminar on 'Multi-level Planning in India' on January 30-31, 1984 which was organised by the branch.

The valedictory address was given by Shri M. Ibotozhi Shing, Minister of Development, Information and Tourism, Manipur. The key-note address was given by Shri K.D Menon, Principal Secretary (Development), Government of Manipur.

Dr. R.P. Singh, Secretary of the branch, introduced the theme. Shri E. Kunjeshwar Singh, Secretary, (Medical) Government of Manipur, and Shri R.C. Mishra, Deputy Commissioner, Churachandpur, also spoke on the theme of the Seminar.

#### NAGPUR

Hony. Secretary      Dr. R.D. Mohota,  
Nelson Square, Nagpur

Membership            Ordinary 14; Life 18; Corporate 3

A lecture meeting of the branch, held on November 23, 1983, was addressed by Prof. S.P. Verma of IIPA. Prof. Verma spoke on 'Human-Resource Development and Challenging Technology'.

#### PUNE

Chairman              Dr. N.R. Inamdar  
Lokmanya Tilak Professor of Politics & Public  
Administration and Head of the Department,  
University of Poona, Pune.

Hony. Secretary      Prof. V.P. Deo,  
68 Tulshibagwala Colony, Pune

Membership            Ordinary 23; Life 51; Corporate 6

The branch organised a lecture meeting of its members on June 14 1983, in which Dr. S.K. Sharma, Professor, Department of Public Administration, Panjab University spoke on 'Strategies of Rural Development in Punjab. Dr. N.R. Inamdar, Chairman of the branch, presided.

Prof. Curt Paddolk, Professor of Public Administration, Indiana State University, Penn, U.S.A. gave a lecture on 'American Local Government'. Dr. R.N. Inamdar, Chairman, presided.

The branch also organised a Symposium on 'Centralization of the Sales Tax: Pros and Cons', on March 12, 1984.

#### SANTHAL PARGANA

Chairman              Shri R.S. Singh  
District Magistrate & Collector, Deoghar

Hony. Secretary      Prof. N. Sinha,  
Bela begon, Deoghar

Membership            Ordinary 2; Life 1

The branch organised the following meetings during the year:

Date	Subject	Paper speaker
22.5.83	The Bihar Finance and our Financial Administra- tion for improving the Finances of Bihar	Dr. J.N. Tiwary, Patna University
18.11.83	The Need For A State Administrative Reforms Commission in Bihar	Dr. J.K.P. Sinha
27.12.83	The Problems of Resource Mobilisation in Bihar	Prof. N.Sinha
15.1.84	Importance of Public Accounts: Regularity & Economy	Shri V.N. Prasad, Ex-Managing Director, Bihar State Finance Corporation

#### SANGLI

President	Shri K.A.Chougule
Hony. Secretary	Prof. A.S.Sahasrabudhe Care Chintamanrao, College of Commerce, Sangli
Membership	Ordinary 2; life 4; Corporate 1

The election in the Sangli Constituency was held in May 1983. The Chief Minister Hon. Vasantaro Dada Patil and others contested in Assembly seat in the By-election. The branch organised a Joint Programme with Sangli Nagarva-chanalaya, of all candidates. All Parties represented their views and appealed the citizens of Sangli in this regard. The function was attended by senior citizens.

Sangli district is famous for Grapes. A Joint Survey with Chintanmanrao College of Commerce, Sangli was conducted in September, 1983 of the whole

district. The report was submitted to Lok Sabha Speaker Shri Balram Jakhar, who appreciated the work.

- o Eight regular meetings of the members were held during the year, where in some topics related to administration and city problems were discussed.

#### SIROHI

Chairman	Mrs. Meenakshi Hooja Collector, Sirohi
Hony. Secretary	Shri M.D. Purohit C/O district Library, Sirohi
Membership	Ordinary 3; Life 3

The branch organised a two-day symposium on 'Panchayat elections and local Polity' on April 16-17, 1983. Prof. Shanti Kothari, Member of IIPA's Executive Council, inaugurated the symposium.

#### VALLABH VIDAYANAGAR

Chairman	Shri H.M. Patel, Savita Bungalow, Bakrol Road, Vallabh Vidyanagar
Hony. Secretary	Dr. Mahesh Pathak, Agro Economic Research Centre, Sardar Patel University, Vallabh Vidyanagar
Membership	Ordinary 5; Life 5; Corporate 1

Under the joint auspices of the local branch and the Department of Economics, the following lectures were arranged during the year:

Subject	Speaker
1. Administrative Aspects of IAS and IES at the Government Level	Dr. D.C. Srivastava
2. Present Economic Scene	Prof. H.N. Pathak
3. Operation Flood	Prof. Madhav V. Rao

The Branch has finalised the report of the project on 'Role of Private Initiative in Education and Industry in Rural Areas - A case Study

of Vallabh Vidyanagar' and 'is making arrangements for its publication.

#### VELLORE

Chairman	Shri N. Narayanan, Collector, N.A. District, Vellore
Hony. Secretary	Shri K.M. Ramanujam, Special officer, Market Committee, Vellore
Membership	Ordinary 44; Life 1

The local branch at Vellore was established on August 14, 1983.

#### WARANGAL

Chairman	Shri M. Kistaiah, Reader in Public Administration, Osmania University, Warangal
Hony. Secretary	Dr. K. Murali Manohar, Deptt. of Public Administration, Kakatiya University, Warangal
Membership	Ordinary 6; Life 61; Corporate 1

A meeting of the members was held on July 4, 1983. Shri M. Kistiah, Chairman of the branch, presided. In the meeting, Dr. Sujata Patel of Jawaharlal Nehru University spoke on 'Gandhi and Labour Movement and India'.

The branch in collaboration with Department of Public Administration, Kakatiya University, organised a seminar on 'Public Administration' on October 2, 1983.

The inaugural address was given by Prof. T. Vasudev, Vice-Chancellor of Kakatiya University. The valedictory address was given by Shri K. Ramachandra Reddy, Chairman, Police Commission, Government of Andhra Pradesh.

Other local branches are: Ajmer, Beawar, Belgaum, Baroda, Calicut, Dharwar, Dindigul, Jabalpur, Kolhapur, Mysore, Patiala, Ranchi, Solapur, Shillong, Udaipur, and Ujjain. No reports regarding their activities were received.

## ANNEXURE V

## IX ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

## (Contents of the Programme)

Segment	Subject/Topic	Faculty-in-charge
I Foundations	1. Sociology	Prof. A.P. Barnabas
	2. Political science	Prof. S.R. Maheshwari
	3. Economics	
	(a) Economic Systems )	
	(b) Economic Develop- )	Prof. M.J.K. Thavaraj
	ment )	
	(c) Macro Economics and Planning	Prof. Kamta Prasad
	4. Theories of Administrative System; and	Prof. S.N. Sadasivan
	Theories of Organisation and Behaviour	Dr. Jaideep Singh
	5. Research Methodology	
II. Environment	(a) Research Methodology	Shri Shekhar Singh/ Prof. Kuldeep Mathur
	(b) Statistical Method	Shri N.C. Ganguli
	1. Indian Government and Politics	Prof. S.P. Verma
	2. Indian Planning and Development	Prof. K.N. Kabra
	3. Indian Social Issues	Prof. A.P. Barnabas
III. Policy	1. Introduction to Policy Sciences	Prof. Kuldeep Mathur



	2. Analysis of Specific Indian Policies (Seminars, Discussion, Special Lectures, Case Study)	Committee consisting of Prof. S.K. Goyal, Prof. Ram Prakash, Shri Anil C. Ittyerah, Prof. Kanti Swarup, Prof. Kuldeep Mathur (Convener), Prof. Kamta Prasad, Prof. M.J.K. Thavaraj, Shri G. Jha
IV Administrative Management and Techniques	1. Financial Management	Prof. K.L. Handa
	2. Personnel Management	Dr. O.P. Minocha
	3. Computers in Administration; and Management Information System	Shri R.K. Sachdeva Shri J.C. Kapur
	4. a) Quantitative Methods b) Project Management	Prof. Kanti Swarup Shri M. Thyagarajan
	5. Implementation Seminars (Case Studies)	Committee consisting of Director P.R. Dubhashi (Chairman), Prof. V.N. Rajan, Shri Raj Nandy, Shri M.L. Sudan (Convener), Dr. R.K. Tiwari, Prof. S.P. Verma, Smt. M.Lakshmiswaramma, Shri Rakesh Gupta, Dr. B.M. Verma, Prof. Kanti Swarup

## ANNEXURE VI

TITLES OF THE DISSERTATIONS SUBMITTED BY THE PARTICIPANTS OF  
NINTH ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

Sl. No.	Participant	Dissertation
1.	Shri S.Balaraman	An Analysis of Concepts Relating to Social Cost Benefit Analysis of Investment in Education
2.	Shri A.K. Basu	Work Motivation of Running staff of Indian Railways.
3.	Miss Bharti Prasad	Rural Development and social Forestry with special reference to Madhya Pradesh
4.	Shri Shivraj Singh	Financial Resources of Panchayats- West Bengal Experience
5.	Shri Swatantra Singh	A Study of Agricultural Development in Mysore District of Karnataka State
6.	Shri S.M. Bhardwaj	Application of Quantitative Techniques on Indian Railways (Case Studies of Queueing Models)
7.	Shri I.N.S. Sandhu	Role of Quantitative Techniques in Public Administration with special reference to Police Administration
8.	Shri I.D. Shukla	A Scientific Study of National Savings
9.	Shri J.C. Dangwal	Security of Tenure of Civil Servants under Article 311 of the Constitution of India and the Supreme Court
10.	Smt. Dolly Saxena	The Role of the Indian Council for Child Welfare and State Policy for Children in India

Sl. No.	Participant	Dissertation
11.	Shri N.R. Hota	Dandakaranya - A Study in Resettlement
12.	Shri S.K.Gangopadhyay	Appraisal of Phytochemical Project
13.	Shri S.S. Goyal	Impact of Depreciation Policy on Finances of Indian Railways
14.	Shri P. Radhakrishnan	Control Over Capital Issues and Stock Exchanges in India - A Critical Study
15.	Smt. Sunita Kaila	Rationalization of Personal Tax with reference to Individuals
16.	Shri H.C. Gulati	Generation of Internal Resources in Telecommunication Wing of the P&T Department - A Study
17.	Shri R.S. Khanna	Public Distribution System in Madhya Pradesh - 1978-1983
18.	Shri K.K. Misra	Sickness in Indian Sugar Industry
19.	Shri P.S.Narayanaswami	An Appraisal of the Marathwada Development Corporation
20.	Shri S.C. Saxena	Some Aspects of Direct Taxes Administration
21.	Shri V.D. Wakharkar	Effective Rates of Corporate Taxation in India
22.	Shri S.R. Lakshmanan	"The Effect of Rent Control on Municipal Revenues
23.	Shri S.Lakshminarayanan	Industrial Development of Backward Areas
24.	Shri Malkit Singh	State Income of Punjab: 960-61 1981-82 Rate of Growth, Problems of Estimation and Suggestion for Improvement

Sl. No.	Participant	Dissertation
25.	Shri H.K. Munjal	Rural Electrification in U.P.- Development Over the Plan Periods and Case Study of a village covering impact of rural electrification on its development
26.	Shri P.N. Narayanan	Planning and Implementation of the PIN Code in the Postal System in India
27.	Shri R. Narayanaswami	Restoring Morale in the Indian Administrative Service
28.	Shri H.D. Rao	Dowry Deaths in Delhi, their causal factors, investigations and the law
29.	Shri. R.W. Suryawanshi	Socio-economic development of Schedule Castes through-incentives - An appraisal of Backward Class Development Corporation with reference to Nagpur Region.

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Sl. No.	Name of the Course	No. of Participants
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**MANAGEMENT DEVELOPMENT PROGRAMME - I**

(Sponsored by the Training Division of the Department of  
Personnel & Administrative Reforms, Ministry of Home Affairs)

**A. MANAGEMENT ORIENTATION PROGRAMMES**

1.	Fourth Course on Computers in Government	30
2.	Nineteenth Course on Budgeting & Financial Control	34
3.	Third Course on Inventory Management & Control	25
4.	Seventh Course on Personnel Management	34
5.	Fifth Course in Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	22
6.	Twenty Seventh Course on Administrative Leadership and Behaviour	40
7.	Thirteenth Course on Introduction to Operations Research	32
8.	Seventh Course on Management Information Systems	34
9.	Twentieth Course on Budgeting & Financial Control	35
10.	Sixth Course in Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	26

## VII

## PROGRAMMES

Duration	Course Director	Training Associate
May 9 - 21, 1983	Shri R.K. Sachdeva	-
Aug. 22 - Sept. 3, 1983	Prof. K.L. Handa	Shri N.C. Ganguli (Associate Course Director)
Sept. 12-17, 1983	Prof. Kanti Swarup	Shri Rakesh Gupta (Associate Course Director)
Sept. 19 - Oct. 1, 1983	Prof. S.P. Verma/ Dr. O.P. Minocha	
Sept. 26 - Oct. 1, 1983	Dr. O.P. Minocha	
Nov. 7-19, 1983	Dr. R.B. Puri	
Nov. 14-26, 1983	Shri R.K. Sachdeva	
Jan. 6-17, 1984	Shri J.C. Kapur	
Jan. 18-28, 1984	Prof. K.L. Handa	
Jan. 30 - Feb. 4, 1984	Dr. O.P. Minocha	

## TRAINING

Sl. No.	Name of the Course	No. of Participants
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11.	Fifth Course on Computers in Government	44
12.	Fourth Course on Management by Objectives	35

## B. SPECIAL PROGRAMMES

1.	Fourth Training Programme on Financial Management for Officers of Integrated Finance Division of the Ministries/ Departments of the Government of India & State Governments	24
2.	Eighth Management Development Programme for Empanelled Deputy Secretaries of Central Secretariat Service	27
3.	Fourth Executive Development Programme for Group 'A' Officers of Central Government	30
4.	Fifth Programme on Project Implementation, Monitoring and Evaluation - Agriculture	19
5.	Fourth Special Intensive Practical Course on Project Formulation, and Implementation - Power for senior and middle level executives of Madhya Pradesh Electricity Board at Jabalpur	29
6.	Second Course on Planning for Rural Development	29

**MANAGEMENT DEVELOPMENT PROGRAMMES -II**  
**(Organised by the Institute on its own)**

## A. FEE-BASED PROGRAMMES

1.	Second Course on Ethics and Administration	11
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## PROGRAMMES

Duration	Course Director	Training Associate
Feb. 13-25, 1984	Shri R.K. Sachdeva	
Mar. 5-9, 1984	Shri J.C. Kapur	
Apr. 18-29, 1983	Prof. K.L. Handa	
Sept. 5-24, 1983	Prof. S.N. Sadasivan	Dr. B.M. Verma (Asstt. Course Director)
Dec. 5, 1983 - Jan. 13, 1984	Prof. Kanti Swarup	Shri N.C. Ganguli Shri Rakesh Gupta (Associate Programme Directors)
Dec. 26, 1983 - Jan. 13, 1984	Shri V.J. Chandrasekaran	
Jan. 9-27, 1984	Shri M. Thyagarajan	
Feb. 6-18, 1984	Prof. Kamta Prasad Shri M.L. Sudan	
Apr. 18-23, 1983	Shri Shekhar Singh	



## TRAINING\*

Sl. No.	Name of the Course	No. of Participants
2.	Tenth Course on Valuation & Assessment for Property Taxes	12
3.	Ninth Course on Finance for Non-Finance Executives	19
4.	Second Course on Economic Analysis for Public Sector Management	5
5.	Second National Programme on Effectiveness of Project Management Under Indian Conditions - Problems and Prospects at Srinagar (Residential Programme)	30
6.	Seventh Workshop on Management Information Systems	14
7.	Tenth Course on Computers in Management	24
8.	Tenth Course on Financial Management Techniques	27
9.	Fifth Advanced Course on Project Management	13
10.	Eighth Advanced Course on Materials Planning	7
11.	Fourth Course on Urban Project Appraisal	14
12.	Eighth Course on New Dimensions in the Management of Human Resources	16
A. SPONSORED PROGRAMMES		
(Conducted at the request of other organisations)		
1.	Second Course on Development Through Participation (sponsored by the Ministry of Rural Development)	22

## PROGRAMMES

Duration	Course Director	Training Associate
July 18-27, 1983	Prof. A. Datta	Shri G. Jha (Associate Course Director)
July 25-30, 1983	Prof. M.J.K. Thavaraj	
Aug. 29 - Sept. 8, 1983	Shri Anil C. Ittyerah	
Sept. 7-17, 1983	Shri M. Thyagarajan	
Sept. 14-24, 1983	Shri J.C. Kapur	
Nov. 16-26, 1983	Shri J.C. Kapur	
Nov. 28 - Dec. 7, 1983	Shri N.C. Ganguli	
Nov. 30-Dec.7, 1983	Shri V.J. Chandrasekaran	
Jan. 16-21, 1984	Prof. Kanti Swarup	
Jan. 19-25, 1984	Dr. K.S.R.N. Sarma/ Shri Rakesh Gupta	
Feb. 13-18, 1984	Dr. Jaideep Singh	
Apr. 28 - May 7, 1983	Dr. S.N. Misra	

Sl. No.	Name of the Course	No. of Participants
2.	Regional Programme on New Trends in the Training of Development Administrators (in collaboration in the UN Asian & Pacific Development Centre & DP & AR)	22
3.	Special Course on Financial Management in Government for Executives of the Government of Pondicherry at Pondicherry	30
4.	Eleventh Capsule Course on Project Management for Engineer Officers of the Central Electricity Authority	26
5.	First Course on disciplinary Procedures and Vigilance Matters for Senior Engineers of the Central Electricity Authority	18
6.	Twelfth Capsule Course on Project Management for Engineer-Officers of the Central Electricity Authority	29
7.	One-day Attachment to the IIPA for the Probationary Officers of the Indian Postal Service (organised at the request of the Postal Staff College, India, New Delhi)	10
8.	First Workshop on Policy Formulation for Development and the Environment (Sponsored by the Department of Environment, Govt. of India)	35
9.	Workshop on Computer Awareness and Acceptability for senior executives of Bharat Heavy Electricals Ltd. at Ranipur, Hardwar	29
10.	Thirteenth capsule Course on Project Management for Engineer-Officers of the Central Electricity Authority	27
11.	Fourteenth Capsule Course on Project Management for Engineer-Officers of the Central Electricity Authority	29

## PROGRAMMES

Duration	Course Director	Training Associate
----------	-----------------	-----------------------

May 9-28, 1983

-

June 20-25, 1983

Prof. M.J.K. Thavaraaj

July 25-30, 1983

Shri V.J. Chandrasekaran

Aug. 22-27, 1983

Prof. V.N. Rajan

Sept. 26 -  
Oct. 1, 1983

Shri V.J. Chandrasekaran

Nov. 10, 1983

-

Feb. 2-8, 1984

Shri Shekhar Singh

Feb. 6-7, 1984

Shri J.C. Kapur/  
Dr. O.P. Minocha

Feb. 22-28, 1984

Shri V.J. Chandrasekaran

March 12-19 1984

Shri M. Thyagarajan

## TRAINING

Sl. No.	Name of the Course	No. of Participants
12.	Fifteenth Capsule Course on Project Management for Engineer-Officers of the Central Electricity Authority	30
13.	Second Course on Disciplinary Procedures and Vigilance Matters for senior Engineers of the Central Electricity Authority	23

## CENTRE FOR URBAN STUDIES

1.	Eighth Course on Urban Plan Administration	7
2.	Eleventh Course on Municipal Personnel Management	4
3.	Third course on Management of Integrated Development of Small and Medium Towns	20
4.	Eighth Course on Urban Water Supply Management	23
5.	First Course on Slum Improvement	30
6.	First Course on Municipal Budgeting & Financial Control	27
7.	Fourth Course on Integrated Development of Small and Medium Towns	18
8.	Second Course on Housing the Urban Poor	29
9.	Seventh Course on Solid Wastes Management	23

## PROGRAMMES

Duration	Course Director	Training Associate
March 22-28 1984	Shri M. Thyagarajan	
March 30 - Apr. 5, 1984	Prof. S.P. Verma	
May 5-18, 1983	Shri R.K. Wishwakarma	
May 16-28, 1983	Prof. A.K. Mukhopadhyay/ Shri Raj Nandy	
Aug. 3-12, 1983	Shri R.K. Wishwakarma	
Sept. 28 - Oct. 7, 1983	Dr. K.S.R.N. Sarma	
Nov. 7-11, 1983	Shri M.K. Narain	
Dec. 12-24, 1983	Prof. A. Datta/Shri G. Jha	
Feb. 1-9, 1984	Shri Raj Nandy	
Feb. 13-18, 1984	Shri M.K. Narain	
Feb. 20-25, 1984	Shri Rakesh Gupta	

## ANNEXURE VIII

**ACADEMIC DIVISIONS**  
(As on March 31, 1984)

**I. Behavioural Studies and Personnel Management Division**

1. Miss Lipi Chatterjee	Lecturer
2. Dr. S.R. Maheshwari	Professor
3. Shri D.D. Malhotra	Reader
4. Dr. Kuldeep Mathur	Professor
5. Dr. O.P. Minocha	Reader
6. Shri Raj Kumar Nandy	Lecturer
7. Dr. R.B. Puri	Reader
8. Dr. B.R. Sharma	Lecturer
9. Dr. Jaideep Singh	Reader
10. Miss Sujata Singh	Lecturer
11. Dr. S.P. Verma	Professor
12. Dr. S.N. Sadasivan	Professor-Coordinator

**\* II. Criminal Justice Administration Division**

1. Dr. B.R. Sharma	Lecturer
--------------------	----------

**III. Financial Management Division**

1. Dr. K.L. Chawla	Senior Management Analyst
2. Dr. K.L. Handa	Professor
3. Shri G. Jha	Lecturer
4. Smt. M. Lakshmiswaramma	Lecturer
5. Smt. S. Saroja	Reader
6. Dr. K.S.R.N. Sarma	Reader
7. Dr. M.J.K. Thavaraj	Professor
8. Shri M. Thyagarajan	Consultant
9. Shri N.C. Ganguli	Lecturer - Coordinator

**IV. Management Systems Division**

1. Shri V.J. Chandrasekaran	Senior Management Analyst
2. Shri J.C. Kapur	Senior Management Analyst
3. Dr. Ram Prakash	Professor
4. Shri R.K. Sachdeva	Senior Management Analyst
5. Shri M. Thyagarajan	Consultant
6. Dr. Kanti Swarup	Professor - Coordinator

## V. Public Enterprises Division

- |                               |                           |
|-------------------------------|---------------------------|
| • 1. Shri V.J. Chandrasekaran | Senior Management Analyst |
| 2. Dr. K.L. Chawla            | Senior Management Analyst |
| 3. Shri N.C. Ganguli          | Lecturer                  |
| 4. Shri Rakesh Gupta          | Lecturer                  |
| 5. Shri Anil C. Ittyerah      | Lecturer                  |
| 6. Dr. K.N. Kabra             | Professor                 |
| 7. Shri J.C. Kapur            | Senior Management Analyst |
| 8. Shri R.K. Sachdeva         | Senior Management Analyst |
| 9. Dr. O.P. Minocha           | Reader - Coordinator      |

## VI. Public Policy and Planning Division

- |                          |                         |
|--------------------------|-------------------------|
| 1. Shri A. Datta         | Professor               |
| 2. Dr. S.K. Goyal        | Professor               |
| 3. Shri Anil C. Ittyerah | Lecturer                |
| 4. Dr. Kamta Prasad      | Professor               |
| 5. Dr. Jaideep Singh     | Reader                  |
| 6. Shri Shekhar Singh    | Lecturer                |
| 7. Shri M.L. Sudan       | Reader                  |
| 8. Dr. R.K. Tiwari       | Reader                  |
| 9. Dr. S.P. Verma        | Professor               |
| 10. Dr. K.N. Kabra       | Professor - Coordinator |

## VII. Social Welfare Administration and Social Administration Division

- |                              |                        |
|------------------------------|------------------------|
| 1. Dr. A.P. Barnabas         | Professor              |
| 2. Mrs. Shanta Kohli Chandra | Lecturer               |
| 3. Miss Lipi Chatterjee      | Lecturer               |
| 4. Dr. S.N. Mishra           | Reader                 |
| 5. Shri M.K. Narain          | Lecturer               |
| 5. Dr. S.N. Sadasivan        | Professor              |
| 6. *Miss Sarla B. Rao        | Lecturer               |
| 7. Dr. S.N. Sadasivan        | Professor              |
| 8. Dr. B.M. Verma            | Lecturer               |
| 9. Dr. J.N. Upadhyay         | Lecturer - Coordinator |

## VIII. Centre for Rural Development Administration

- |                              |           |
|------------------------------|-----------|
| 1. Mrs. Shanta Kohli Chandra | Lecturer  |
| 2. Smt. M. Lakshmiswaramma   | Lecturer  |
| 3. Dr. S.R. Maheshwari       | Professor |
| 4. Dr. S.N. Mishra           | Reader    |
| 5. Dr. G.K. Mishra           | Professor |



6.	Dr. Kamta Prasad	Professor
7.	*Miss Sarala B. Rao	Lecturer
8.	Smt. S. Saroja	Reader
9.	Shri Shekhar Singh	Lecturer
10.	Miss Sujata Singh	Lecturer
11.	Shri M.L. Sudan	Reader
12.	Dr. Kanti Swarup	Professor
13.	Dr. R.K. Tiwari	Reader
14.	Dr. B.M. Verma	Lecturer
15.	Dr. Kuldeep Mathur	Professor-Coordinator

## IX. Centre for Urban Studies

1.	Shri A. Datta	Professor
2.	Shri Rakesh Gupta	Lecturer
3.	Shri G. Jha	Lecturer
4.	Shri D.D. Malhotra	Reader
5.	*Prof. G.K. Mishra	Professor
6.	Shri M.K. Narain	Lecturer
7.	Dr. K.S.R.N. Sarma	Reader
8.	Dr. A.K. Mukhopadhyay	Professor-Coordinator

## X. Corporate Studies Group

Programme Director: Prof. S.K. Goyal

## Research Staff

Shri Kamal Mitra Cheney	Lecturer
Shri Nagesh Kumar	Lecturer
Shri K.S. Chalapati Rao	Lecturer
Shri B. M. Gupta	Lecturer
Shri H.S. Sidhu	Lecturer
Shri M.G.S. Yadav	Lecturer
Shri M.R. Murthy	Research Associate
Shri K.V.K. Ranganathan	Research Associate
Shri D.N. Sharma	Research Associate
Shri D.S. Ram Vijji	Research Associate
Shri Vinay Gupta	Assistant Programmer

\* On deputation/extra-ordinary leave.

## ANNEXURE IX

FACULTY AND OTHER SENIOR STAFF  
(As on 31st March, 1984)Director  
Shri P.R.Dubhashi

## PROFESSORS

Prof. A.P. Barnabas	Professor of Sociology & Administration
Prof. A. Datta	Professor of Urban Administration & Development and Municipal Finance
Prof. S.K. Goyal	Professor of Economic Administration
Prof. K.L. Handa	Professor of Financial Management
Prof. K.N. Kabra	Professor of Economics
Prof. S.R. Maheshwari	Professor of Political Science and Public Administration
Prof. Kuldeep Mathur	Professor of Behavioural Sciences
Prof. G.K. Misra (on deputation)	Professor of Urban Studies
Prof. A.K. Mukhopadhyay	Professor of Urban Studies
Prof. Ram Prakash	Professor (Management Techniques)
Prof. Kamta Prasad	Professor of Economics and Rural Development.
Prof. S.N. Sadasivan	Professor of Public Administration
Prof. Kanti Swarup	Professor of Operations Research
Prof. M.J.K. Thavaraj	Professor of Financial Administration

Prof. S.P.Verma

Professor of Behavioural Sciences

Shri M. Thyagarajan

Programme Consultant (Project  
Planning and Control)

## READERS

Shri D.D. Malhotra

Reader in Urban Management

Dr. O.P. Minocha

Reader in Public Administration

Dr. S.N. Mishra

Reader in Rural Studies

Dr. R.B. Puri

Reader in Organisational Behaviour  
and Inter-Personnel Relations

Dr. K.S.R.N. Sarma

Reader in Urban Finance

Mrs. S. Saroja

Reader in Financial Management

Dr. Jaideep Singh

Reader in Behavioural Sciences

Shri M.L. Sudan

Reader in Economics

Dr. R.K. Tiwari

Reader in Public Policies and  
Rural Studies

## SENIOR MANAGEMENT ANALYSTS

Shri V.J. Chandrasekaran

Dr. K.L. Chawla

Shri J.C. Kapur

Shri R.K. Sachdeva

## LECTURERS

Mrs. Shanta Kohli Chandra

Miss Lipi Chatterjee

Shri Anil C. Ittyerah

Shri N.C. Ganguli

Shri Rakesh Gupta

Shri Gangadhar Jha

Mrs. M.Lakshmiswaramma

Shri Raj Kumar Nandy

Shri M.K.Narain

Dr. B.R.Sharma

Shri Shekhar Singh

Miss Sujata Singh

Shri J.N.Upadhyay

Dr. B.M.Verma

Miss Sarala B.Rao  
(on extra ordinary leave)

#### SENIOR LIBRARY STAFF

1. Shri Mohinder Singh, Librarian
2. Shri K.P. Phatak, Dy. Librarian
3. Mrs. S. Bakshi, Sr. Asstt. Librarian
4. Shri M.P. Nayar, Sr. Asstt. Librarian
5. Shri A.K. Joshi, Sr. Asstt. Librarian
6. Shri Devendra Kumar, Sr. Asstt. Librarian

SENIOR EDITORIAL AND PUBLICATIONS STAFF

1. Shri M.K. Gaur, Asst. Editor
2. Shri Om Anand, Publications Officer

SENIOR ADMINISTRATIVE STAFF

1. Shri Brij Bhushan, Registrar
2. Shri V. Ramakrishna, Deputy Registrar (Training)
3. Shri S.K. Kohli, Deputy Registrar (Administration)
4. Shri A.S. Nagar, Assistant Registrar (Accounts)
5. Shri Hari Satya Paul, Assistant Registrar (Training))
6. Shri B.B. Malhotra, P.S. to Director
7. Shri P.K. Sharma, Supdt. (Administration)
8. Shri S.K. Katyal, Supdt. (Accounts)
9. Shri U.S. Rawat, Supdt. (Hostel)
10. Shri K.R. Nair, Supdt. (Maintenance)
11. Shri G.S. Patial, Supdt.

AUDITORS REPORT TO THE MEMBERS OF  
THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION, NEW DELHI

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1984 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our Audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view.

- (i) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March, 1984, and
- (ii) In case of the Income and Expenditure Account, of the excess of expenditure over income for the year ended on that date.

14th August, 1984

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

## THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at \*

As at 31st  
March, 1983

## LIABILITIES

## FUNDS

83,46,426	As per Schedule 'A' attached	96.64,105.50
-----------	------------------------------	--------------

## GRANTS

5,26,770	As per Schedule 'B' attached Balance for Utilisation	4,71,437.67
----------	---	-------------

## DEPOSITS

	Security Deposit (Including Deposits from contractors)	86,144.56	
63,320	Less: Investment Received as Security	5,000.00	81,144.56

## LIABILITIES &amp; PROVISIONS

5,80,402	As per Schedule 'C' attached	15,02,727.05
3,34,623	Excess of Income over expenditure	-

98,51,541	GRAND TOTAL	1,17,19,414.78
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As per our Report of even date.  
Examined and found correct.

THAKUR, VAIDYNATH AIYAR & CO.  
Chartered Accountants

S.B. CHAVAN  
Chairman

## ADMINISTRATION, NEW DELHI

31st March, 1964

(Figures in Rupees)

As at 31st March 1963		ASSETS	
-----			
FIXED ASSETS			
42,84,306	As per Schedule 'D' attached Gross Block at Cost	88,81,408.18	
	Less: Depreciation written off upto date	46,18,776.32	42,62,631.86
<hr/>			
CURRENT ASSETS, LOANS & ADVANCES			
26,04,972	As per Schedule 'E' attached		32,09,550.44
INVESTMENT OF FUNDS			
25,41,991	As per Schedule 'F' attached		34,54,391.64
GRANTS/FEES RECOVERABLE			
4,20,272	As per Schedule 'B' attached		6,24,962.09
-	EXCESS OF EXPENDITURE OVER INCOME		-
	Excess of expenditure over income for the year as per account annexed	3,26,724.50	
	Less Excess of Income over expenditure as per last account	3,34,623.27	
	Less transfer to Building Fund to match the Building Fund with Assets	1,75,777.52	1,58,845.75
		<hr/>	<hr/>
			1,67,878.75
<hr/>			
98,51,541	GRAND TOTAL		1,17,19,414.78

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer



## THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at \*

As at 31st  
March, 1953

## LIABILITIES

## FUNDS

83,46,426	As per Schedule 'A' attached	96,64,105.50
-----------	------------------------------	--------------

## GRANTS

5,26,770	As per Schedule 'B' attached Balance for Utilisation	4,71,437.67
----------	---	-------------

## DEPOSITS

	Security Deposit (Including Deposits from contractors)	86,144.56
63,320	Less: Investment Received as Security	5,000.00
		81,144.56

## LIABILITIES &amp; PROVISIONS

5,80,402	As per Schedule 'C' attached	15,02,727.05
3,34,623	Excess of Income over expenditure	-

98,51,541

GRAND TOTAL

1,17,19,414.78

As per our Report of even date.  
Examined and found correct.

THAKUR, VALDYNATH AIYAR & CO.  
Chartered Accountants

S.B. CHAVAN  
Chairman

## ADMINISTRATION, NEW DELHI

31st March, 1984

(Figures in Rupees)

As at 31st March 1983		ASSETS	
-----			
FIXED ASSETS			
42,84,306	As per Schedule 'D' attached		
	Gross Block at Cost	88,81,408.18	
	Less: Depreciation written off upto date	46,18,776.32	42,62,631.86
		-----	
CURRENT ASSETS, LOANS & ADVANCES			
26,04,972	As per Schedule 'E' attached		32,09,550.44
INVESTMENT OF FUNDS			
25,41,991	As per Schedule 'F' attached		34,54,391.64
GRANTS/FEES RECOVERABLE			
4,20,272	As per Schedule 'B' attached		6,24,962.09
-	EXCESS OF EXPENDITURE OVER INCOME		-
	Excess of expenditure over income for the year as per account annexed	3,26,724.50	
	Less Excess of Income over expenditure as per last account	3,34,623.27	
	Less transfer to Building Fund to match the Building Fund with Assets	1,75,777.52	1,58,845.75
		-----	1,67,878.75
-----			
98,51,541	GRAND TOTAL		1,17,19,414.78

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## Schedule "A": Reserves and Funds as at 31st March, 1984

(Figures in Rupees)

As at 31st  
March, 1983

<hr/>			
6,79,295	<b>LIFE MEMBERSHIP CAPITAL FUND</b>		
	As per last account	6,79,295.25	
	Add: Recd. during the year	<u>1,16,289.50</u>	7,95,584.75
49,36,667	<b>BUILDING FUND</b>		
	As per last account	49,36,667.40	
	Add: Appropriation from accumulated surplus	<u>1,75,777.52</u>	51,12,444.92
8,193	<b>STAFF BENEVOLENT FUND</b>		
	As per last account	8,193.49	
	Add: Recd. during the year	<u>2,621.00</u>	10,814.49
10,50,379	<b>GRATUITY RESERVE FUND</b>		
	As per last account	10,50,378.71	
	Add: Amount provided for during the year		
	For IIPA Staff	50,000.00	
	For CUS Staff	9,000.00	
	Add: Interest recd./accrued	92,624.92	
		<u>12,02,003.63</u>	
	Less: Paid during the year	875.00	12,01,128.63
14,820	<b>ANNUAL SCHOOL PRIZE FUND</b>		
	As per last account	14,819.79	
	Add: Interest recd./accrued	1,513.36	
		<u>16,333.15</u>	
	Less: Amount paid as prizes	1,817.20	14,515.95
4,69,307	<b>RESEARCH REVOLVING FUND</b>		
	As per last account	4,69,306.83	
	Add: Interest recd./accrued	<u>49,739.63</u>	5,19,046.46
<hr/>			
71,58,661	Total Carried forward		<u>76,53,535.20</u>
<hr/>			

As at 31st  
March, 1983

71,58,661	Brought Forward		76,53,535.20
	<b>BUILDING RESERVE FUND</b>		
2,46,663	As per last account		2,46,662.56
	<b>F.F. IV FUND (INTEREST)</b>		
86,279	As per last account	86,279.10	
	Less: Expenditure incurred during the year	<u>3,462.00</u>	82,817.10
	<b>RESEARCH ENDOWMENT FUND (earlier named as SILVER JUBILEE FUND)</b>		
8,36,681	As per last account	8,36,681.01	
	Add: Contribution during the year	7,60,000.00	
	Add: Interest recd./accrued	<u>1,08,726.60</u>	
		17,05,407.61	
	Less: Transfd. to Income & Expenditure a/c for Publications	45,000.00	
	Subvention to Branches	4,000.00	
	Annual Endowment Lecture Expenses	<u>535.00</u>	
		49,535.00	16,55,872.61
	<b>EMPLOYEE'S GROUP INSURANCE SCHEME</b>		
11,830	As per last account	11,829.80	
	Add: Additions during the year including interest	<u>4,717.73</u>	16,547.53
	<b>CORPORATE STUDIES GROUP REVOLVING FUND</b>		
6,312			8,670.50
<u>83,46,426</u>	<b>TOTAL</b>		<u>96,64,105.50</u>

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## Schedule 'A': Reserves and Funds as at 31st March, 1984

(Figures in Rupees)

As at 31st March, 1983		
<hr/>		
6,79,295	<b>LIFE MEMBERSHIP CAPITAL FUND</b> As per last account 6,79,295.25 Add: Recd. during the year <u>1,16,289.50</u>	7,95,584.75
49,36,667	<b>BUILDING FUND</b> As per last account 49,36,667.40 Add: Appropriation from accumulated surplus <u>1,75,777.52</u>	51,12,444.92
8,193	<b>STAFF BENEVOLENT FUND</b> As per last account 8,193.49 Add: Recd. during the year <u>2,621.00</u>	10,814.49
10,50,379	<b>GRATUITY RESERVE FUND</b> As per last account 10,50,378.71 Add: Amount provided for during the year For IIPA Staff 50,000.00 For CUS Staff 9,000.00 Add: Interest recd./accrued 92,624.92  ----- 12,02,003.63 Less: Paid during the year 875.00 -----	12,01,128.63
14,820	<b>ANNUAL SCHOOL PRIZE FUND</b> As per last account 14,819.79 Add: Interest recd./accrued 1,513.36  ----- 16,333.15 Less: Amount paid as prizes 1,817.20 -----	14,515.95
4,69,307	<b>RESEARCH REVOLVING FUND</b> As per last account 4,69,306.83 Add: Interest recd./accrued <u>49,739.63</u>	5,19,046.46
71,58,661	Total Carried forward	76,53,535.20

-----  
 As at 31st  
 March, 1983  
 -----

71,58,661	Brought Forward		76,53,535.20
	<b>BUILDING RESERVE FUND</b>		
2,46,663	As per last account		2,46,662.56
	<b>F.F. IV FUND (INTEREST)</b>		
86,279	As per last account	86,279.10	
	Less: Expenditure incurred during the year	<u>3,462.00</u>	82,817.10
	<b>RESEARCH ENDOWMENT FUND (earlier named as SILVER JUBILEE FUND)</b>		
8,36,681	As per last account	8,36,681.01	
	Add: Contribution during the year	7,60,000.00	
	Add: Interest recd./accrued	<u>1,08,726.60</u>	
		<u>17,05,407.61</u>	
	Less: Transfd. to Income & Expenditure a/c for Publications	45,000.00	
	Subvention to Branches	4,000.00	
	Annual Endowment Lecture Expenses	<u>535.00</u>	
		<u>49,535.00</u>	16,55,872.61
	<b>EMPLOYEE'S GROUP INSURANCE SCHEME</b>		
11,830	As per last account	11,829.80	
	Add: Additions during the year including interest	<u>4,717.73</u>	16,547.53
	<b>CORPORATE STUDIES GROUP REVOLVING FUND</b>		
6,312			8,670.50
83,46,426	<b>TOTAL</b>		<u>96,64,105.50</u>

THAKUR, VAIDYANATH AIYAR & CO.  
 Chartered Accountants

P.R. DUBHASHI  
 Director & Member-Secretary

G.C.L. JONEJA  
 Hony Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## Schedule 'B': Details of Grants Received and

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
Grant from Ministry of Works & Housing, New Delhi		
(i) Centre for Urban Studies	(-)3,299.04	6,50,000.00 (Grant) 61,035.75 (Internal receipts)
(ii) Two case studies on IDSMT in Trichur and Ganganagar	--	1,00,000.00
(iii) IInd course on IDSMT	--	10,000.00
(iv) Two courses on Integrated Develop- ment of Small & Medium Towns	2,110.45	--
(v) Fourth course on IDSMT	--	10,000.00
(vi) Publication of Proceedings of Seminar on IDSMT	(-)2,758.38	22,000.00
(vii) Research Project on Municipal Personnel Administration	--	20,000.00
Grant from ICSSR New Delhi for:		
i) Study of Nationalisation in Non-Agricultural Sector of Indian Economy since 1947.	(-)5,035.85	--
ii) Research Study of Election to Delhi Metropolitan Council	766.51	--
iii) Project on Implementation of Integra- ted Rural Development Administration - A Case Study	3,539.00	4,439.00
iv) Research Project-Social Welfare and its Admn. in Indian Setting	4,327.75	--
v) Research Project: Impact of Multi- national Corporations on Indian Position in International Division of Labour	--	--

## ADMINISTRATION, NEW DELHI

° Expenditure Incurred for the Year Ending 31st March, 1984

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivable as on 31.3.84
7,07,736.71	7,07,161.60	---	7,07,161.60	575.11
1,00,000.00	41,608.42	5,193.60	46,802.02	53,197.98
10,000.00	6,439.08	---	6,439.08	3,560.92
2,110.45	2,110.45	---	2,110.45	--
10,000.00	6,100.28	---	6,100.28	3,899.72
19,241.62	18,802.75	---	18,802.75	438.87
20,000.00	3,668.60	---	3,668.60	16,331.40
(-)5,035.85	(-)847.47	---	(-)847.47	(-)4,188.38
766.51	766.51	--	766.51	--
7,978.00	6,842.88	(-)900.00	5,942.88	2,035.12
4,327.75	---	---	---	4,327.75
--	4,869.00	2,536.20	7,405.20	(-)7,405.20 (Continued)



Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
vi) Project on compilation of a select bibliography on State Govt. Publications.	(-)364.40	3,000.00
vii) Research Project-Establishment of Information system for Foreign Private Capital in India	(-)28,439.73	--
viii) Research Project-Political Dimensions of Multinational Corporations in India	12,037.80	--
ix) Research Project - Regulatory Administration of Foreign Private Corporate Sector in India	11,965.70	2,00,000.00
x) Res. Project on Interdependence of Goods & Services in a Dev. Economy.	891.29	8,628.00
xi) Research Project on Small Farmers Development & Rural Unrest	--	9,600.00
xii) Research Project - Foreign Private Capital in India - 2nd Phase	(-)2,639.37	--
xiii) Fellowship to Sh. B.R. Nanda	(-)582.66	8,264.00
xiv) Fellowship to Sh. J.D. Sethi	(-)18,656.72	--
xv) Fellowship to Miss Jyoti Verma	4,129.03	--
xvi) Fellowship to Miss shanta Kohli Chandra	2,850.00	--
xvii) Fellowship to Prof. Shanti Kothari	13,435.50	5,064.00
xviii) Fellowship to Shri Niranjana Dey	--	--
<b>Grant from Municipal Corporation, Delhi for:</b>		
i) Research Project - Study and Development of South Zone	8,800.68	--
ii) Fee for Evaluation of Integrated Rural Development in Union Territory of Delhi	--	18,000.00
(Continued)		

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivable as on 31.3.84
2,635.60	6,934.51	(-)686.00	6,248.51	(-)3,612.91
(-)28,439.73	4,589.51	---	4,589.51	(-)33,029.24
12,037.80	41,600.42	(-)6520.61	35,079.81	(-)23,042.01
2,11,965.70	2,16,500.00	(-)1510.89	2,14,989.11	(-)3,023.41
9,519.29	4,061.19	(-)551.70	3,509.49	6,009.80
9,600.00	19,148.76	1815.50	20,964.26	(-)11,364.26
(-)2,639.37	---	---	---	(-)2,639.37
7,681.34	---	---	---	7,681.34
(-)18,656.72	382.36	---	382.36	(-)19,039.08
4,129.03	---	---	---	4,129.03
2,850.00	2,995.00	---	2,995.00	(-)145.00
18,499.50	18,499.50	---	18,499.50	---
---	---	2200.00	2,200.00	(-)2,200.00
8,800.68	8,800.68	---	8,800.68	---
18,000.00	9,351.62	---	9,351.62	8,648.38
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
<b>Grant from Ministry of Rural Development</b>		
i) Research Project - Planning Process for Rural Development at Block & District Level	-	7,935.00
ii) Research Project - I.R.D. Programme - A Study of Adequacy of Effectiveness of Admn. Process at District and Block Level	--	15,900.00
iii) Research Project - Marketing Services under IRDP	---	16,947.00
iv) Research Project - Implementation in National Rural Employment Programme	--	10,800.00
v) Research Project - Panchayati Raj, Bureaucracy & Rural Development	--	14,700.00
<b>Grant from Planning Commission for:</b>		
Research Project - Growth & Regulation of Private Corporate Sector in India	---	60,000.00
<b>Grant from Ministry of Food &amp; Civil Supply for:</b>		
Research Project: Target Group Oriented Public Distribution System	--	90,000.00
<b>Grant from Ministry of Social Welfare for:</b>		
Research Project-Rationalisation of System of Grant in aid by the Ministry/Central Social Welfare Board	1,507.45	---
Grant from CWPC for Bench Mark Studies of Socio- Economic Conditions of People in D.P. Areas of W.B., Haryana & J&K.	65,030.89	1,60,500.00
Grants from Standing Conference of Public Enterpsries for Project on comparative Performance of Pubic Sector & Large Scale Private Companies	(-)18,126.09	75,000.00

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivable as on 31.3.84
7,935.00	4,156.65	900.00	5,056.65	2,878.35
15,900.00	9,624.36	2,410.00	12,034.36	3,865.64
16,947.00	17,972.14	3,221.50	21,193.64	(-)4,246.64
10,800.00	1,923.40	175.00	2,098.40	8,701.60
14,700.00	22,659.96	2,306.00	24,965.96	(-)10,265.96
60,000.00	62,421.94	6,285.67	68,707.61	(-)8,707.61
90,000.00	53,623.94	6,888.31	60,512.25	29,487.75
1,507.45	1,136.86	588.25	1,725.11	(-)217.66
2,25,530.89	1,91,791.65	6,171.49	1,97,963.14	27,567.75
56,873.91	1,24,928.17	(-)1,937.59	1,22,990.58	(-)66,116.67
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
Grant from M/Energy for study of Evolution of Energy Policy in India	26,440.23	--
Grant from M/Rural Dev. for 1st Course on Mgt. of Rural Dev.	1,714.65	101.75
Second Course on Management of Rural Dev.	--	--
Grant from Deptt. of Personnel & Admini- strative Reforms		
i) Fourth MDP for Group A Officers	3,555.16	--
ii) Fourth EDP for Group A Officers	40,000.00	15,000.00
iii) Fourth Course for Officers of Integrated Finance of Ministry/ Departments	15,142.04	2,635.64
iv) Fifth Course for Officers of Integrated Finance of Ministry/ Departments	--	--
v) Top level seminar on Management of Economic Dev. - New Horizons	(-)288.86	14,000.00
vi) National Seminar on Distt. Admn.	6,096.31	--
Grant for 8th MDP for Empanelled Dy. Secys.	-	25,468.22
For Publication of five Volumes	32,788.70	39,340.62
Two Courses on Project Formulation & Implementation: REC	12,000.00	(-)12,000.00
Course under M.O.P. during 1981-82	(-)16,235.13	-
Course under Management Orientation for expenses during 1982-83	(-)16,607.96	--
Courses under Management Orientation for expenses during 1983-84	--	2,29,200.00
Grant for VIIIth Advanced Professional Programme in Public Administration	(-)1,34,854.71	31,019.05 (Continued)

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivabl as on 31.3.84
26,440.23	6,084.62	(-)1,221.15	4,863.47	21,576.76
1,816.40	1,816.40	---	1,816.40	---
---	656.40	---	656.40	(-)656.40
3,555.16	3,555.16	---	3,555.16	---
55,000.00	55,000.00	---	55,000.00	---
17,777.68	17,777.68	---	17,777.68	---
---	30.60	---	30.60	(-)30.60
13,711.14	13,711.14	---	13,711.14	---
6,096.31	769.88	---	769.88	5,326.43
25,468.22	25,468.22	---	25,468.22	---
72,129.32	73,860.02	---	73,860.02	(-)1,730.70
---	---	---	---	---
(-)16,235.13	---	---	---	(-)16,235.13
(-)16,607.96	---	---	---	(-)16,607.96
2,29,200.00	2,29,919.59	4,387.16	2,34,306.75	(-)5,106.75
(-)103,835.66	---	---	---	(-)103,835.66 (Continued)

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
Grant for study Tour Abroad by Participants of Vth APPPA	(-)26,608.71	431.29
-do- VIth APPPA	623.82	--
-do- VIIth APPPA	99,809.33	--
-do- VIIIth APPPA	(-)60,662.82	16,000.00
-do- IXth APPPA	--	3,34,000.00
Grant for IXth APPPA	--	3,19,000.00
Grant for Seminar on evaluation of APPPA	--	3,500.00
Grant for National Seminar on Dev. of Tertiary Sector in Rural Areas	(-)27.04	226.39
Special Course on Personnel Mgt. for Executive and IDC of Orissa	(-)11,456.52	19,654.00
Second Special Course on Disciplinary Procedures of Vigilance for CEA	--	--
W/Shop on Managerial Behaviour for Irrigation System	--	--
Grant from M/Rural Dev. for Second Course on Dev. Through Participation	16,352.90	4,973.75
Grant from M/Rural Dev. for Third Course on Dev. Through Participation	--	19,275.00
Seminar on Institutional Finance for Rural Development	--	4,500.00
Grant from Deptt. of Environmental for:		
Seminar on India's Policy on environment	3,101.29	--
Workshop on Devp. & Environment	--	25,000.00
Second Workshop on People's Participation in environmental management	--	25,000.0

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutil- ized/ receivab. as on 31.3.84
(-)26,177.42	---	---	---	(-)26,177.42
623.82	---	---	---	623.82
99,809.33	(-)897.00	---	(-)897.00	1,00,706.33
(-)44,662.82	---	---	---	(-)44,662.82
3,34,000.00	4,30,600.22	---	4,30,600.22	(-)96,600.22
3,19,000.00	3,34,543.52	5,124.42	3,39,667.94	(-)20,667.94
3,500.00	2,458.24	---	2,458.24	1,041.76
199.35	199.35	---	199.35	---
8,197.48	8,197.48	---	8,197.48	---
---	957.74	---	957.74	(-)957.74
---	268.35	---	268.35	(-)268.35
21,326.65	21,326.65	---	21,326.65	---
19,275.00	368.40	---	368.40	18,906.60
4,500.00	---	---	---	4500.00
3,101.29	804.80	---	804.80	2,296.49
25,000.00	22,839.83	1235.60	24,075.43	924.57
25,000.00	6,270.57	---	6,270.57	18,729.43
(Continued)				



Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
Fellowship under common-wealth Fund for Technical Cooperation Scheme-London	1,319.37	-
Fellowship under Technical co.op. Scheme of Columbo Plan for Malaysian Participants	7,282.64	-
Fellowship to shri Ali-Md. Quadam Ali fayas. (-)24,379.23		-
Fellowship to Sh. J.R. Saha under T.C.S. of Colombo Plan.	12,294.88	-
Fee from Department of Rural Dev., New Delhi for Seminar on Institutional Finance for Rural Dev. Programme for Northern Region	(-)117.75	117.75
Grant from Town & Country Planning Organi- sation for Res. Proj. Unit Cost of Creating Job for Central Govt. Employees in Delhi.	2,103.37	75,000.00
Research Project-Rehabilitation of Bonded Labour in 3 districts MP, Bihar & Orissa	(-)17,160.86	19,579.50
Research Project-Survey of Construction Labour in Indian Metropolitan City- Kanpur	(-)4,977.66	-
Evaluation of Centrally sponsored Scheme of Bonded Labour in two Districts of Medak & Chickmangalore	--	28,904.00
Study of Administrative Decentralisation in India Nagoya-Japan	5,762.15	--
Scholarship to Sh. M.A. Sulliman	(-)1,947.90	--
Grant from Min. of Agriculture & Irrigation Deptt. of Rural Reconstruction		
i) District Planning Cell-DPAP Purulia Distr.	(-)501.20	501.20
ii) District Planning Cell-DPaP (Five districts)	39,169.28	-

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivable as on 31.3.84
1,319.37	---	---	---	1,319.37
7,282.64	---	---	---	7,282.64
(-)24,379.23	---	---	---	(-)24,379.23
12,294.88	---	---	---	12,294.88
---	---	---	---	---
77,103.37	78,336.04	(-)6,900.70	71,435.34	5,668.03
2418.64	2,418.64	---	2,418.64	---
(-)4,977.66	---	---	---	(-)4,977.66
28,904.00	32,140.14	2183.50	34,323.64	(-)5,419.64
5,762.15	5753.75	---	5753.75	8.40
(-)1,947.90	---	---	---	(-)1,947.90
---	---	---	---	---
39,169.28	501.20	---	501.20	38,668.08
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
Grant from Ford Foundation for District Planning Cell-DPAP	36,402.34	--
Grant for Proj. on evaluation-cum- Monitoring of TRYSEM	(-)4,017.65	--
Grant for Concurrent Evaluation Study of TRYSEM in Rajasthan	(-)4,028.48	--
<b>Consultancy Assignments:</b>		
i) Financial Implications for Perspective Plan for Delhi 2001 A.D.	16,972.79	--
ii) Pilot Study of Sanjay Gandhi Thermal Stations & Tons Hydro Elec. Project, MPEB.	(-)59.50	--
iii) Kadampari Hydro-electric Project	(-)625.80	625.80
iv) Design of MIS for Industrial Deve. Corporation, Orissa.	(-)1,177.12	27,976.85
v) Tear Smoke Unit, Gwalior	--	--
vi) Study of the work of Head Quarters and Regional Offices of Kendriya Vidyalaya Sangathan	(-)11,072.89	84,187.41
vii) Designing a computerised Financial Accounting & Control System for Govt. of Gujarat	(-)1,439.50	22,110.10
viii) Study of Central Board of Secondary Education, New Delhi	--	38,017.92
ix) Staff Strength Railway Board	(-)285.45	--
x) Pariyar Vagai Project-Madurai	(-)16.00	--
xii) Pilot study-Bargi Irrigation Project	(-)461.50	--
xiii) Amount Reimbursable by Municipal Corpn. Indore	(-)1,260.00	--

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivable as on 31.3.84
36,402.34	14,878.39	---	14,878.39	21,523.95
(-)4,017.65	---	---	---	(-)4,017.65
(-)4,028.48	5221.02	(-)900.00	4,321.02	(-)8,349.50
16,972.79	503.58	---	503.58	16,469.21
(-)59.50	1472.50	---	1472.50	(-)1532.00
---	---	---	---	---
26,799.73	27,509.66	---	27,509.66	(-)709.93
---	2,178.50	---	2,178.50	(-)2,178.50
73,114.52	73,114.52	---	73,114.52	---
20,670.60	26,115.90	---	26,115.90	(-)5,445.30
38,017.92	38,017.92	---	38,017.92	---
(-)285.45	130.50	---	130.50	(-)415.95
(-)16.00	2,400.80	---	2,400.80	(-)2,416.80
(-)461.50	---	---	---	(-)461.50
(-)1,260.00	---	---	---	(-)1,260.00
(Continued).				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.83	Receipts/ Adjustments during the year
xiv) Amount Reimbursable by Planning Commission towards T.A.	--	--
xv) Status Paper on the Apparatus pertaining to Rural Development (P.C.)	--	--
xvi) Reorganisation of Dte of Resettlement M/Defence	14,719.28	41,000.00
xvii) U.N. HCR Study on Refugees	1,627.84	--
xviii) United Nations Industrial Development Organisation Project	--	10,234.41
xix) Filing System in Panjab & Sindh Bank	--	--
xx) US-AID Assignment - Development and Management Training	--	--
<b>TOTAL</b>	<b>1,06,497.94</b>	<b>30,46,393.40</b>

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of grants unutili- sed/ receivable as on 31.3.84
---	3,759.50	---	3,759.50	(-)3,759.50
--	2,966.66	56.40	3,023.06	(-)3,023.06
55,719.28	61,447.23	---	61,447.23	(-)5,727.95
1,627.84	1,627.84	---	1,627.84	---
10,234.41	---	---	---	10,234.41
---	205.80	---	205.80	(-)205.80
---	15,953.13	---	15,953.13	(-)15,953.13

31,52,891.34	32,73,865.80	32,549.96	33,06,415.76	(-)1,53,524.42
Unutilised balance from grants carried over to next year				4,71,437.67
Grants Receivable				6,24,962.09
Net Balance				(-)1,53,524.42

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer

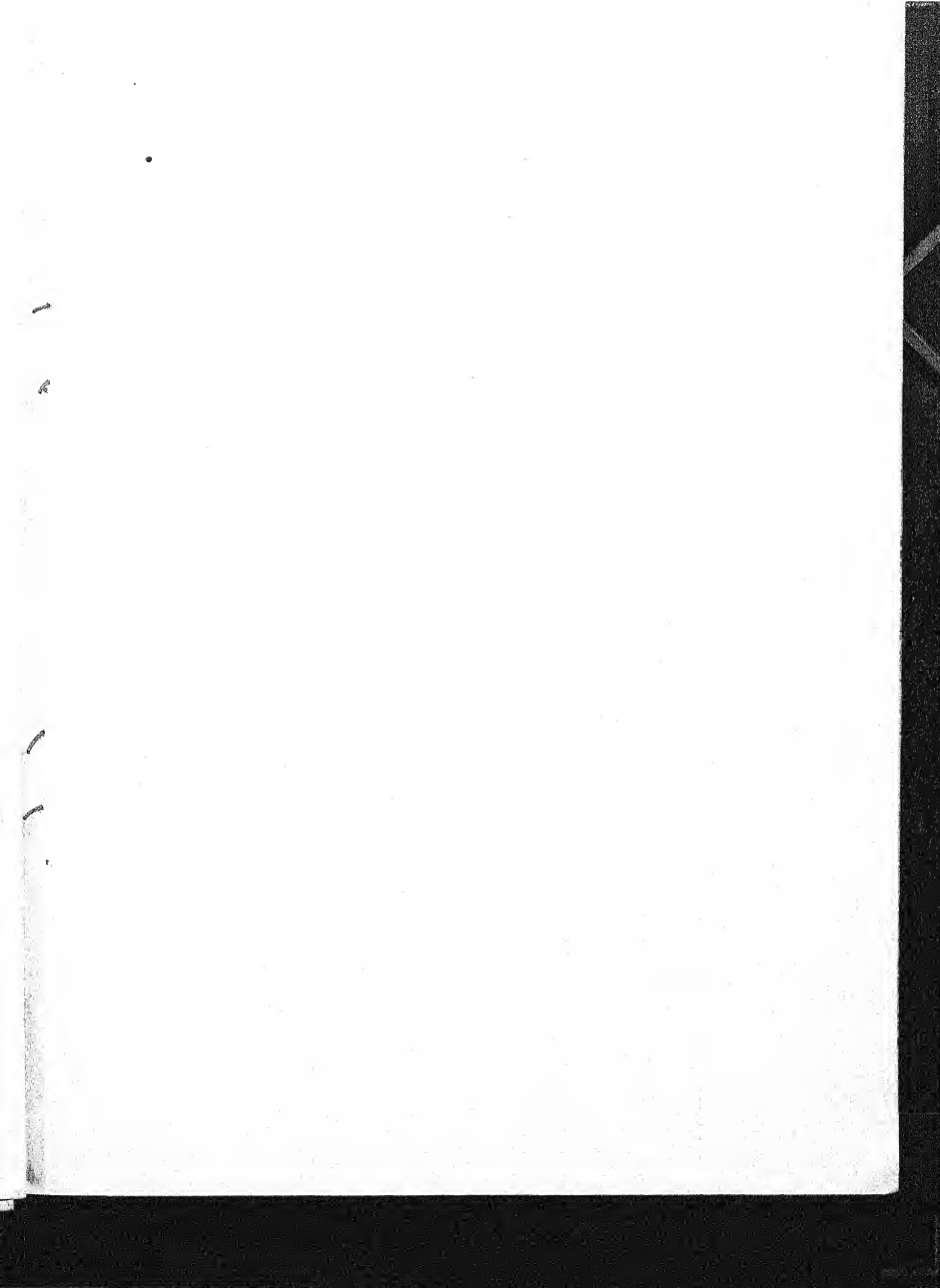
## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'C': Liabilities and Provisions as at 31st March, 1984

(Figures in Rupee)

As at 31st March 1983	Particulars	
4,43,949	Expenses Payable	5,02,413.54
2,663	Unpaid salaries	1,126.40
15,536	Subscription received in advance (IJPA)	20,062.37
74,665	Canteen Contractor	91,532.32
16,593	Honorarium payable to Faculty (For Consultancy Assignments)	10,373.90
1,349	Honorarium payable to staff for Consultancy assignments	5,997.66
25,448	Stale Cheques Account	27,604.36
199	Insurance	66.50
-	Deposit from IAMR for construction of Additional floor on Institute Building	8,41,000.00
-	Amount received from IX APPPA participants for M.Phil registration	2,400.00
-	Amount payable to Shanta Kohli Chandra	150.00
5,80,402	TOTAL	15,02,727.05

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered AccountantsP.R. DUBHASHI  
Director & Member-Secy.G.C.L. JONEJA  
Hony. Treasurer





## THE INDIAN INSTITUTE OF PUBLIC

## Schedule 'D': Forming Part of the Balance

Particulars	Cost as at 1.4.1983	Additions/ Adjustments during the year	Total Cost as at 31.3.1984
Building	47,29,760.69	-	47,29,760.69
Furniture & Fixtures	4,75,585.64	2,772.00	4,78,357.64
Project grants	3,10,548.15		
Non-Project grants	1,67,809.49		
Air Conditioning Equipment & Water Coolers	2,07,836.89	11,680.00	2,19,516.89
Library Books	19,48,840.22	1,49,266.15	20,98,106.37
Vehicals	44,311.01	-	44,311.01
Film Projector & Stage Equipments (Auditorium)	1,11,072.79	-	1,11,072.79
Office Equipments and Training Aids.	5,21,685.24	43,766.41	5,65,451.65
Library Equipments	1,98,215.20	12,192.46	2,10,407.66
Hostel and Mess Equipments	1,58,787.75	14,084.49	1,72,872.24
Project grants	72,136.08		
Non-Project grants	1,00,730.16		
Centre for Rural Development Administration Equipments Furniture & Books	2,35,036.51	16,514.73	2,51,551.24
Total:	86,31,131.94	2,50,276.24	88,81,408.18
Figures for the Previous Year	86,31,131.94	2,08,306.62	86,31,131.94

Notes: I. The Assets purchased out of the grants (other than Recurring grant from the Govt. of India and Ford Foundation Grant) are not included in the above schedule since these have been fully charged to the respective grants. The quantity and value records are, however, being kept separately. The cost of such assets is Rs.7,32,451.80 (previous year Rs.7,32,451.80).

II. Assets for Building Furniture & Fixture & Hostel and Mess equipments acquired out of Project grants have been created by operating upon Building Fund viz. (47,29,760.69+ 3,10,548.15 +72,136.08=51,12,444.92)

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

## ADMINISTRATION, NEW DELHI

• Sheet as at 31st March, 1984

(Figures in Rupees)

Depreciation upto 31.3.1984	Written Down value as at 31.3.1984	Written Down Value as at 31.3.1983
17,78,837.53	29,50,923.16	30,26,587.85
3,22,593.13	1,55,764.51	1,64,472.14
1,78,694.37	40,822.52	36,346.50
15,22,775.11	5,75,331.26	5,27,594.15
34,088.05	10,222.96	12,741.74
1,06,406.36	4,666.43	5,489.92
3,83,522.20	1,81,929.45	1,68,035.14
1,08,648.83	1,01,758.83	96,099.82
70,876.97	1,01,995.27	97,094.33
<u>1,12,333.77</u>	<u>1,39,217.47</u>	<u>1,49,844.51</u>
<u>46,18,776.32</u>	<u>42,62,631.86</u>	<u>42,84,306.10</u>
43,46,825.84	42,84,306.10	43,40,634.06

III. Office equipments include cost of 6 typewriters stolen in September, 1974, written down value as on 31st March, 1974 was Rs.3,837.96.

IV. One Jeep received from District Planning Cell, Narnaul, which is yet to be registered in the name of IIPA.

V. The value of stock of Publications as at 31.3.84 stood at Rs.20,96,797.75

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E': Current Assets as at 31st March, 1984

(Figures in Rupees)

As at 31st  
March, 1983

64,925	Interest accrued on fixed deposits	1,16,562.40
	Stock at Cost (As taken, valued and certified by the Registrar)	
	Printing Paper	96,430.49
	Stationery	49,415.78
1,07,714	Maintenance	<u>21,519.03</u> 1,67,365.30
36,542	Sundry Debtors	65,519.19
40,254	Course Fee & other charges receivable	19,713.75
89,000	Grants receivable	3,85,000.00
5,295	Royalty receivable	--
33,227	Rent receivable from Staff Quarters, Hostel & Auditorium	44,525.30
	Cash & Bank Balances	
	Cash in Hand 3,244.92	
	Petty cash 683.97	
	Postage Imprest <u>726.90</u>	4,655.79
	Balances with Nationalised Banks:	
	(a) <u>State Bank of India,</u> New Delhi	
	in Current Account	61,563.31

3,76,957	Carried Forward	66,219.10	7,98,685.94
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 As at 31st  
 March, 1983  
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3,76,957	Brought Forward	66,219.10	7,98,685.94
	(b) <u>United Commercial Bank</u>		
	In Savings Bank Account	3,669.91	
	In Current Account	<u>9,39,863.86</u>	9,43,533.77
	(c) <u>First National City Bank, New York</u>		
	In Saving Account	84,838.58	
8,79,575	In current Account	<u>8,866.34</u>	<u>93,704.92</u> 11,03,457.79
	Loans & Advances		
	To employees		
	For purchases of conveyance	23,445.00	
12,28,339	For House Bldg.	<u>11,63,732.00</u>	11,87,177.00
	Advances		
	Festival Advance	11,240.00	
	For Expenses	5,312.71	
	For T.A.	11,455.10	
33,258	For Legal Expenses	<u>4,180.00</u>	32,187.81
1,511	Suspense Account		819.00
--	Amount recoverable from staff towards interest on loan		4,545.00
8,052	Prepaid expenses		<u>6,147.90</u>
25,32,192	Carried Forward		<u>31,33,020.44</u>

-----  
 As at 31st  
 March, 1983  
 -----

25,32,192	Brought Forward		31,33,020.44
	Deposits		
	For electricity	63,520.00	
	For Telephone (For OYT scheme)	9,500.00	
77,280	Others	<u>3,510.00</u>	76,530.00

26,09,472	TOTAL	32,09,550.44
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THAKUR, VAIDYANATH AIYAR & CO.  
 Chartered Accountants

P.R. DUBHASHI  
 Director & Member-Secy. Hony. Treasurer

G.C.L. JONEJA

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'F': Investment of Funds as at 31st March, 1984

(Figures in Rupees)

As at 31st March, 1984	Investment of Funds		
	<b>Gratuity Reserve Fund</b>		
	Special Terms Deposit with UCO Banks	1,11,200.00	
	Fixed Deposits with United Commercial Bank	5,18,800.00	
8,78,021	State Bank of India	<u>3,23,021.64</u>	9,53,021.64
	<b>Research Revolving Fund</b>		
	Short Term Deposit with UCO Bank	80,000.00	
	Fixed Deposits with United Commercial Bank	1,48,500.00	
3,42,500	State Bank of India	<u>1,14,000.00</u>	3,42,500.00
	<b>Research Endowment Fund</b>		
6,30,000	Fixed Deposits with United Commercial Bank		13,80,000.00
	<b>Annual School Prize Fund</b>		
14,100	Fixed Deposit with United Commercial bank		14,500.00
	<b>Staff Benevolent Fund</b>		
5,400	Fixed Deposit with United Commercial Bank		5,400.00
	<b>Life Membership Fund</b>		
6,71,970	Fixed Deposit with United Commercial Bank		7,46,970.00
	Employees Group Insurance Scheme		12,000.00
<u>25,41,991</u>	<b>TOTAL</b>	<u>34,54,391.64</u>	

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered AccountantsP.R. DUBHASHI  
Director & Member-Secy.G.C.L. JONEJA  
Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC  
Income and Expenditure Account

Figures for previous year	EXPENDITURE	
9,67,606	Pay & Allowances-Faculty & Supporting Staff including contribution to CPF	10,64,044.80
2,87,048	Pay & Allowances-Office of Academic Activities including contribution to CP Fund	3,30,809.12
44,432	T.A. to Faculty Members	47,987.05
4,000	Essay Prize Expenses	4,250.00
49,618	Research Seminars, Conferences and Group discussions	23,488.20
3,598	Case Studies	1,430.73
	<b>Library</b>	
	Pay & Allowances including contribution to C.P. Fund	3,84,955.65
	Newsletters & Periodicals	1,09,751.07
3,91,966	Binding charges	<u>5,576.20</u> 5,00,282.92
	<b>Publications</b>	
	Pay & Allowances including contribution to CPF	1,76,883.13
	Journals and Periodicals	1,88,103.62
	Other Publications	1,16,446.23
	Honorarium to Correspondents	9,130.00
5,21,622	Royalty to Authors	<u>3,866.10</u> 4,94,429.08
3,994	Royalty from M/s Somaiya Publishers written of	5,294.82
22,73,884	Carried Over	24,72,016.72

## ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1984

(Figures in Rupees)

Figures for previous year	INCOME	
	<b>Grant-in-aid from Govt. of India, Deptt. of Personnel &amp; Admn. Reforms</b>	
37,51,000	Recurring Grant	37,53,000.00
6,90,000	Non-Recurring Grant	--
	<b>Subscription</b>	
	Ordinary Members	58,513.50
	Associate Members	285.00
	Corporate Members	56,450.00
86,090	Library Membership	<u>1,145.50</u>
		1,16,394.00
36,472	Interest on Life Membership fund	75,731.92
	<b>Publications</b>	
	Subscription and sale of Journal and Periodicals	64,970.66
	Sale of Other Publications	1,54,513.04
1,76,337	Amount Transferred from Research Endowment Fund	<u>45,000.00</u>
		2,64,483.70
5,45,518	Receipts/Fees from various Paid courses(MDP)	7,44,012.36
1,21,099	Receipts/Fees from Consulting Assignments(net)	1,81,459.37
	<b>Rents</b>	
	Hostel	3,48,312.90
	Rent for Bedding/Furniture etc.	19,447.19
	Residential Quarters	47,369.98
	Auditorium	9,412.14
4,35,111	Others	<u>3,544.30</u>
		4,28,086.51
58,41,627	Total Carried Over	55,63,167.86



Figures for previous year		EXPENDITURE	
22,73,884	Brought Forward		24,72,016.72
	Promotion of Branches Activities		
	Share of Membership Subscription to Branches	56,965.00	
	Share of Interest on Life Membership Fund	29,960.60	
	Contribution to Branches	900.00	
74,937	Research Subvention to Branches	<u>53,520.00</u>	1,41,345.60
	Maintenance of Building, Hostel and Garden		
	Pay & Allowances-Maintenance Staff including contribution to C.P. Fund	2,39,469.71	
	Pay & Allowances-Hostel Staff including contribution to C.P. Fund	1,60,470.77	
	Repairs & Maintenance	3,53,693.82	
	Water & Electy. charges(Net)	1,96,032.65	
	Rents, Kates and Taxes	78,118.90	
7,70,455	Hostel General Charges including improvement	<u>29,853.30</u>	10,57,639.15
	Administrative Services		
	Pay & Allowances-Admn. including contribution to C.P. Fund	4,87,579.51	
	Pay & Allowances-Acct.including contribution to C.P. Fund	1,81,416.92	
6,43,061	Travelling Allowance-Staff	<u>71,781.57</u>	7,40,778.00
1,00,000	Contribution to Gratuity Fund		50,000.00
	Office Expenses		
	Printing & Stationery (Net)	96,371.37	
	Running Charges of Photo Copying Machine	30,515.37	
	Postage & Telegrams	88,142.59	
3,11,387	Telephone Charges	<u>1,35,040.03</u>	3,50,069.36
41,73,724	Carried Over		48,11,848.83

Figures for  
previous year

INCOME

58,41,627	Brought Forward	55,63,167.86
	Miscellaneous Income	
	C.H.S. Recoveries	5,088.25
	Interest on Savings Account/STD	176.75
	Licence fee from Hostel/Mess and Canteen contractor	8,412.00
	Interest on Conveyance Advance	1,317.07
	Licence fee for Gas Distalation in Hostel/Mess/Canteen	300.00
	Maintenance Charges for Conference Hall	1,215.00
	Service Charges	57,262.31
	Miscellaneous receipts	3,755.85
	Hostel/Lounge/Lawn Charges	400.00
	Foreign Applications	1,050.00
	Photo Copying Charges	17,211.55
74,478	Subsidy from ICSSR for Documen- tation in Public Administration	<u>6,000.00</u> 102,188.78
2,37,953	Recovery of Overhead Charges from Research Projects/Programmes	1,82,700.29
--	Excess of Expenditure over Income carried to Balance Sheet	3,26,724.50
61,54.058	Carried Over	61,74,781.43

Figures for  
previous year

## EXPENDITURE

41,73,724	Brought Forward		48,11,848.83
	<b>Services &amp; Supplies</b>		
	Legal expenses	3,000.00	
	Liveries	29,491.44	
	Conveyance charges	13,440.63	
	Motor Car expenses	17,304.20	
	Dak Delivery Van Expenses	6,554.60	
	Jeep Expenses	8,518.77	
	Amenities to Staff	1,800.00	
1,62,705	Contingencies & Miscellaneous (including Honorarium to Auditors Rs.3500)	57,648.17	1,37,757.81
69,345	Meetings - T.A.		72,416.60
62,703	Overtime Allowance		1,07,979.60
12,849	Pay & Allowances-Leave Reserve		11,557.46
6,845	Pay & Allow-Research & consultancy Unit		12,392.32
2,64,635	Depreciation		2,71,950.48
	<b>Centre for Rural Development Administration</b>		
	Pay and Allowances including contribution to C.P. Fund	3,65,686.03	
	Printing & Stationery	3,713.83	
	Contengencies & Misc.	1,630.77	
	T.A. Expenses	8,610.50	
3,73,666	Car Expenses	<u>32,062.55</u>	4,11,703.68
2,07,825	Expenditure incurred on MDP Courses		3,37,174.65
8,19,761	Excess of Income over expenditure		--
61,54,058	GRAND TOTAL		61,74,781.43

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

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 Figures for  
 previous year  
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INCOME

61,54,058

Brought Forward

61,74,781.43  
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 61,54,058  
 -----

GRANDTOTAL

-----  
 61,74,781.43  
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P.R. DUBHASHI  
 Director & Member-Secretary

G.C.L. JONEJA  
 Hony. Secretary

## THE INDIAN INSTITUTE OF PUBLIC

## Receipts and Payments Account

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 RECEIPTS
 

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## Opening Balances

Cash in Hand (including Petty Cash Imprest)	2,988.71		
State Bank of India, New Delhi in Current Account	54,983.81		
United Commercial Bank, New Delhi in Current and Savings Accounts	7,22,238.77		
First National City Bank, New York:			
In Savings Account	84,838.58		
In Current Account	<u>12,328.34</u>	<u>97,166.92</u>	8,77,378.21

## Part 'A'

(1) Recurring grant from the Government of India, and Internal Receipts (Schedule I)	57,03,210.79
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## Part 'B'

Funds, Deposits and Advances (Schedule II)	21,05,899.22
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## Part 'C'

Grant for Research Projects, etc. (Schedule III)	30,79,568.20
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GRAND TOTAL	<u>1,17,66,056.42</u>
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THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

## ADMINISTRATION, NEW DELHI

For the year ended 31st March, 1984

(Figures in Rupees)

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 PAYMENTS
 

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## Part 'A'

Expenditure against recurring grant from Government of India and internal Receipts (Schedule I)	64,31,207.29
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## Part 'B'

Payment out of Funds, Deposits and Advances (Schedule II)	9,57,956.10
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## Part 'C'

Expenditure against grants for Projects etc. (Schedule III)	32,74,162.14
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## Closing Balances

Cash in Hand (including Petty Cash Imprest)	3,928.89
State Bank of India, New Delhi in Current Account	61,563.31
United Commercial Bank, New Delhi in Current Account and Savings Account	9,43,533.77

## First National City Bank, New York:

In Savings Account	84,838.58	
In Current Account	8,866.34	93,704.92
		11,02,730.89

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 GRAND TOTAL

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 1,17,66,056.42
 

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 P.R. DUBHASHI  
 Director & Member-Secretary

 G.C.L. JONEJA  
 Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE I OF RECEIPTS

## Part 'A' - (i) Grant from the Government of India

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RECEIPTS  
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Grant-in-aid from D.P. & A.R. Ministry of Home Affairs (Recurring)	34,24,000.00
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## SUBSCRIPTIONS

Ordinary Members	58,513.50	
Associate Members	285.00	
Corporate Members	56,450.00	
Interest on Life Membership Fund	<u>65,316.42</u>	1,80,564.92

## INCOME FROM PUBLICATIONS

Subscription & Sale of Journal & other Publications	2,47,627.32
Royalties	1,086.16

## RENT FROM

Residential Quarters	50,452.16	
Auditorium	7,341.26	
Hostel	3,39,476.18	
Others	3,999.60	
Bedding etc.	<u>19,463.69</u>	<u>4,20,732.89</u>

Carried Over

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42,74,011.29  
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## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNT

## and Internal Resources

(Figures in Rupees)

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Payments		
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Pay & Allowances		
Pay & Allowances-Faculty	7,26,416.24	
Employer's Contribution to C.P. Fund	30,816.00	
Supporting Staff	2,83,502.01	
Employer's Contribution to C.P. Fund	10,860.00	
Leave Reserve	10,947.55	
Employer's Contribution to C.P. Fund	486.00	
Office of Academic Activities	3,13,341.99	
Employer's Contribution to C.P. Fund	14,472.00	
Library	3,57,744.98	
Employer's Contribution to C.P. Fund	20,197.00	
Journal & Publications	1,66,225.92	
Employer's Contribution to C.P. Fund	7,701.00	
Hostel	1,51,500.70	
Employer's Contribution to C.P. Fund	6,844.00	
Maintenance	2,21,987.48	
Employer's Contribution to C.P. Fund	10,492.00	
Administration	4,64,027.89	
Employer's Contribution to C.P. Fund	18,518.00	
Accounts	1,71,383.15	
Employer's Contribution to C.P. Fund	8,034.00	
Research & Consultancy Unit	14,242.32	
O.T.A.-I.I.P.A.	1,02,027.15	
Gratuity	<u>1,50,000.00</u>	32,61,767.38

## TRAVELLING ALLOWANCES

T.A.-Faculty	54,018.55	
T.A.-Institute	71,713.57	
T.A.-Meetings	<u>72,416.60</u>	1,98,148.72
Promotion of Branch's Activities		1,41,345.60

Carried Over

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36,01,261.70  
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RECEIPTS

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Brought Forward	42,74,011.29
Miscellaneous Receipts	1,03,334.28
Conveyance Advance (Refund)	9,702.00
Festival Advance (Refund)	21,680.00
House Building Advance (Refund)	1,60,400.00
Receipts on account of overhead charges	1,82,700.29
Fee from various paid courses (Net)	75,890.55
Fee from consulting Assignment (Net)	1,81,459.37

Carried Forward

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50,09,177.78

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 PAYMENTS
 

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Brought Forward		36,01,261.70
<b>Research, Seminars &amp; Conferences</b>		
Research Seminars, Conferences & Group discussions	5,393.98	
<b>Research, Projects/Seminars</b>		
Judicial Policy Formulation in India - An Empirical Analysis of some Fundamental Assumptions	3,780.12	
Administrative Stress	3,481.25	
Case Study	1,430.73	
Study of Formulation of Agri. Policy including Policy regarding Priority to Production in Indian Planning	752.45	
I.A.S. - A Retrospective Analysis	15.00	
Admn. & Social Development in Kerala	3,591.50	
Chinchapely Weaker Sections Joint Farming Society	2,729.92	
Seminar on Expectations & Performance of IAS	340.00	
Preparation of Bibliography of Administrative Accountability	3,948.39	
Net work based Project Management in India	244.95	
Study of Deptt. of Electronics	32.00	
Accountability of Public Enterprises	29.78	25,796.08

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 Carried Forward

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 36,27,057.78
 

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RECEIPTS

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Brought Forward

50,09,177.78

Carried Forward

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50,09,177.78

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 PAYMENTS
 

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	Brought Forward	36,27,057.78
<b>Library</b>		
Books	1,63,635.37	
Subs. to Newsletter & Periodicals	1,09,751.07	
Library Equipments	12,192.46	
Binding Charges	<u>7,084.80</u>	2,92,663.70
<b>Publications of:-</b>		
Journal	2,01,920.76	
Newsletter	16,423.22	
Documentation in Public Admn.	(-) 114.67	
Other Publications	1,36,871.22	
Framing of India's Constitution -		
Binding charges	2,312.50	
Royalty to Authors	3,866.10	
Hon. to correspondents	<u>9,130.00</u>	3,70,409.13
Essay Prize Competition		4,250.00
<b>Works</b>		
Repairs & Maintenance	3,23,023.69	
Rents, Rates & Taxes	78,118.90	
Water & Electricity Charges	2,02,194.99	
Add. & Alterations to H II Type Qrs.	1,080.00	
Realignment of Sewer Line	932.54	6,05,350.12
<b>Hostel</b>		
Hostel General Charges	29,129.60	
Hostel-Improvement	<u>14,084.49</u>	43,214.09
<b>Furniture, Fixture &amp; Office Equipment</b>		59,714.41
<b>Office Expenses</b>		
Printing & Stationery	1,24,256.47	
Telephone Charges	1,32,309.15	
Postage & Telegrams	87,651.99	
Maint. & running charges for Photo		
Copying Machine	<u>32,266.85</u>	3,76,484.46

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 Carried Forward

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 53,79,143.69
 

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 RECEIPTS
 

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Brought Forward 50,09,177.78

## Fee from MDP Courses

2nd Course on Ethics and Admn.	8,400.00
7th Adv. Course on Materials Plg.	4,900.00
8th Adv. Course on Materials Plg.	7,000.00
6th W/shop on M.I.S.	1,200.00
7th - do -	25,200.00
4th Adv. Course on Project Mgt.	1,000.00
4th W/shop on Proj. App. & Imp. Plan	4,000.00
1st Course on Quantitative Methods	2,000.00
9th Course on Financial Mgt. Techniques	17,000.00
7th Course on New Dim. in Mgt. of Hum. Res.	2,800.00
2nd Course on Economic Ana. for P.S. Mgt.	7,500.00
2nd Spl. Course on Effectiveness of Proj. Mgt. at Srinagar	1,90,500.00
1st Course on Maint. Mgt.	3,500.00
Spl. Course on Fin. Mgt. for Ex. of Govt. of Pandicherry	36,000.00
10th Course on Financial Mgt. Techniques	37,500.00
5th Adv. Course on Comp. in Mgt.	19,500.00
10th Course on Computers in Mgt.	37,800.00
Regl. Trg. Prog. in New Trends in Dev. Adm. APDC	80,258.01
11th & 12th Cap. Courses on Proj. Mgt. for CEA	36,000.00
Spl. Course on Vigilance for CEA	18,000.00
Grant for 5th Course on PINE-Agrl.	30,000.00
8th Course on New Dim. in Mgt. of Human Resources	16,000.00

Total Carried Over

5,86,058.01

 50,09,177.78
 

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 PAYMENTS
 

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	Brought Forward	53,79,143.69
<b>Services &amp; Supplies</b>		
Legal expenses	3,000.00	
Conveyance Charges	13,392.12	
Dak Delivery Van Charges	6,541.78	
Motor Car Expenses	18,013.29	
Jeep Expenses	7,801.82	
Liveries	29,491.44	
Amenties to Staff	900.00	79,140.45
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<b>Contingencies &amp; Misc.</b>		57,995.77
Honorarium to Auditors		3,500.00
Grant of Advance for purchase of Conveyance		7,990.00
"        "        " House Building		1,20,950.00
"        "        " Festival		19,600.00

**Centre for Rural Development Admn.**

Pay & Allowances	3,42,183.96	
Emp. cont. to CP Fund	17,565.00	
Printing & Stationery	3,713.83	
Misc. & Contingencies	888.57	
Library Books	17,683.94	
Car Expenses	31,211.83	
Travelling Allowance	8,460.50	
O.T.A.	148.30	
Lib. Subs. to N.L. & Periodicals	697.20	4,22,553.13
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**Expenditure on MDF Courses**

2nd Course on Economic Analysis of Public Sector Management	5,096.04
7th W/shop on M.I.S.	5,736.82
8th Adv. Course on Project Mgt.	6,661.18
2nd Course on Quantitative Methods in Mgt	1,202.47
2nd Spl. Course on Users Orien. to Comp. for IAAS Probationers	4,490.75
9th Course on Financial Mgt: Techniques	5,284.67
2nd Course on Ethics & Admn.	4,603.77
4th Spl. Course on Proj. Form. & Imp.	
Power Jabalpur	2,496.50
6th Course on Proj. Mgt. CEA	379.95

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Carried Over	35,952.15	60,90,873.04
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 RECEIPTS
 

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Brought Forward	5,86,058.01	50,09,177.78
Adle. fee to met exp. on the courses for Planning for Rural Dev.	2,232.00	
2nd Course on Planning for Rural Dev.	20,000.00	
5th Course on Proj. Form. & Imp. Power at Jabalpur	25,000.00	
Workshop on Computer Awareness & Acceptability-BHEL	6,743.00	
13th-15th Capsule Courses on Proj. Mgt. for CEA	54,000.00	6,94,033.01

Certified that against the grant of Rs.34.24 lakhs received from the Government of India for the year 1983-84 an amount of Rs.41,92,999.46 (including the excess expenditure of Rs.41,002.96 during 1982-83) was utilised during the year for the purpose for which it was intended, as per the above statement.

Excess Exp. as at 31-3-84

TOTAL Part 'A'

57,63,210.79

7,68,999.46

64,72,210.25

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

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 PAYMENTS
 

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Brought Forward	35,952.15	60,90,873.04
2nd-Spl. Course on Effectiveness of Proj. Mgt. under Indians conditions at Srinagar	1,09,903.87	
1st Course on Maint. Mgt.	694.89	
10th Course on Financial Mgt. Techniques	5,534.28	
10th Course on Computers in Mgt.	8,685.71	
Spl. Course on Fin. Mgt. for Ex. of Govt. of Pondicherry	17,689.33	
Regl. Trng. Prog. on New Trends in the Trg. of Dev. Admn.-APDAC	59,386.33	
1st Course on Hum. Resources Mgt. in Pub. Enterprises	788.20	
8th Adv. Course on Materials Plg.	2,786.66	
1st Course on Regl. Planning	872.65	
5th W/shop on Proj. App. & Imp. Plan	536.30	
11th Cap. Course on Proj. Mgt. for CEA	8,397.04	
Spl. Course on Vigilance-CEA	3,931.87	
12th Cap. Course on Proj. Mgt. for CEA	7,659.47	
8th Course on New Dimen. in Mgt. of Hum. Resources	7,068.74	
5th Course on PIME-Agrl.	13,725.62	
2nd Course on Int. App. to Budgetting	569.73	
2nd Course on Plg. for Rural Dev.	7,185.76	
Spl. Course on Proj. For. and Imp. Power for MPEB Jabalpur	21,895.41	
W/shop on Comp. Awareness and Acceptability at Hardiwar for EHEL	3,384.41	
13th Cap. Course on Proj. Mgt. for CEA	10,177.51	
6th Course on Mgt. Accounting	52.80	
14th Cap. Course on Proj. Mgt. for CEA	8,275.15	
15th - do -	<u>5,180.37</u>	<u>3,40,334.25</u>

Excess as at 31-383	64,31,207.29
	<u>41,002.96</u>
TOTAL Part 'A'	<u>64,72,210.25</u>

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 P.R. DUBHASHI  
 Director & Member-Secretary

 G.C.L. JONEJA  
 Hony. Treasurer



## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE II OF RECEIPTS

Part 'B' - Funds,

## RECEIPTS

## Part 'B'

## Funds, Deposits &amp; Advances

Subscription to Life Membership Fund	1,16,289.50
Staff Benevolent Fund	2,621.00
IIPA Employees Group Insurance Schemes	3,398.00
Library Deposit	4,400.00
Gratuity Reserve Fund	2,41,307.34
Research Revolving Fund	39,945.99
Adv. to Sh. R.K. Verma	330.00
" " " Pranab Bhattacharya	1,000.00
" " " V.J. Chandrasekharan	300.00
" " " B.B. Sahay	2,392.25
" " " K.R. Nair	0.40
" " " Raje Singh	135.07
S.D. from Contractors	9,924.30
Hostel Deposits	500.00
Research Endowment Fund	7,98,566.60
F.D. with Union Bank of India	3,000.00
S.D. from M/s. Univesal Appliances & Refrigeration, New Delhi	5,000.00
Sale of Corporate Study Group Publications	9,804.50
Stale Cheque A/c	2,156.25
Amt. Payable to Staff	4,649.05
Deposit from IAMR for Addl. Floor on Institute Building	8,41,000.00
Amt. Payable to Mrs. Shanta Kohli Chandra	150.00
Mess Charges	16,867.62
S.T.D. with Uco. Bank	1,469.35
Suspense A/c	692.00

TOTAL Part 'B' 21,05,899.22

THAKUR VAIDYANATH AIYAR & CO.  
CHARTERED ACCOUNTANTS

## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNTS

## Deposits and Advances

(Figures in Rupees)

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PAYMENTS  
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## Part 'B'

## Funds, Deposits &amp; Advances

T.A. Advance	2,912.50
Advance to Shri M.R. Murthy	254.96
Advance to Shri Shekhar Singh	1,500.00
F.D. with Uco. Bank	8,30,400.00
Spl. Term Deposit with Uco. Bank	87,000.00
Insurance	133.00
Amt. recoverable from staff towards	
Int. on Loan	4,545.00
Corporate Studies Group	15,388.49
Annual School Prize Fund	344.84
Unpaid Salaries	1,536.21
F.N.C. Bank, N.Y. F.F-IV- Interest	3,462.00
Amt. Payable to Faculty	6,219.60
Amt. reimbursable by Planning	
Commission for W/Group	3,759.50
Advance to Shri K.C. Kaushik	500.00

TOTAL Part 'B'	9,57,956.10
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P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE III OF RECEIPTS

## Part 'C' - Receipts for Projects, Courses

## RECEIPTS

## Part 'C'

Grant from M/W & H for C.U.S.	6,83,000.00
Sale of C.U.S. Publications	22,202.90
Subscription to Nagarlok	7,232.85
Grant from M/W & H for Pub. of proceedings of Seminar on Integrated Dev. of Small & Medium Towns	22,000.00
M/W & H for 3rd Course on Integrated Development of Small & Medium Towns	10,000.00
4th - do -	10,000.00
Fee-2nd Course on Urban Proj. Appraisal	(-)2,110.45
" - 10th " " Valuation & Assement	
Property Tax	14,500.00
Fee-3rd Course on Urban Mgt.	2,400.00
Fee-4th Course on Urban Proj. Appraisal	14,000.00
Fee-5th Course on Solid Wastes Mgt.	700.00
Grant for 2nd Course on Dev. through Participation	2,250.00
Fee-1st Course on Mgt. of Rural Dev.	101.75
Grant for Seminar on Institutional Finance for Rural Development in Northern Region	117.75
Grant from DP & AR for AppPA	3,19,000.00
- do - 8th APPPA	31,019.05
Grant from DP & AR for Courses under MOP	2,29,200.00
Grant for Study Tour Abroad by:	
8th APPPA Participants	16,000.00
5th APPPA Participants	431.29
9th APPPA Participants	3,34,000.00
Grant from DP&AR for 8th MDP for Dy. Secretaries	25,468.22
Grant for Top Level Seminar on New Horizons in Mgt. of Econ. Dev.	14,000.00

Carried Over

17,55,513.36

## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNTS

and Consulting Assignments, etc.

(Figures in Rupees)

## PAYMENTS

## Part 'C'

Sponsored Trg. Programme etc.	
Centre for Urban Studies	6,78,104.20
Publication of Nagarlok	21,337.47
Seminar on Integrated Dev. of Small & Medium Towns	18,802.75
3rd Course on Integrated Dev. of Small & Medium Towns	6,439.08
4th - do -	6,100.28
4th Course on Urban Proj. Appraisal	3,627.17
National Seminar on Dev. of Tertiary Sector in Rural Areas	199.35
10th Course on Valuation & Assessment of Property Tax	4,038.02
3rd Course on Urban Mgt.	54.74
2nd Course on Dev. through Participation	21,326.65
3rd - do -	368.40
Advanced Prof. Prog. in Pub. (Admn. (APPPA))	3,34,543.52
Seminar of APPPA Alumni on Eval. of APPPA Prog.	2,458.24
Study Tour Abroad VIIth APPPA Participants	(-) 897.00
- do -	4,30,600.22
Top Level Seminar on New Horizons in Mgt. of Eco. Dev.	13,711.14
Pub. of 5 - Volumes DPAR	67,950.11
4th Course on Fin. Mgt. for Integrated Fin/Div. of M/Deptts.	17,777.68
- do -	30.60
4th MDP of Group 'A' Officers	3,555.16
National Seminar on Distt. Admn.	791.98

Carried over

16,30,919.76

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 RECEIPTS
 

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Brought Forward	17,55,513.36
Grant from DPAR for 4th EdP for	
Group 'A' Officers	15,000.00
" " for Pub. of 5 Volumes	39,340.62
Grant from DPAR for Seminar on	
APPPA Alumni	3,500.00
Fee-Spl. Trng. course on Personnel Mgt.	.
for Ex. of I.D.C., Orissa	19,654.00
Grant for W/shop on Dev. & Environment	25,000.00
Fee-4th Course on Fin. Mgt. for Officers	
of Integrated Fin. Dev. in M/Deptts.	2,635.64
Grant for 3rd Course on Dev. through	
Participation	19,275.00
Grant for Seminar on Institutional	
Finance for Rural Dev.	4,500.00
Amt. recd. from 9th APPPA Participating	
for M.Phil Regn. Fee	2,400.00
Grant for W/Shop on People's Participation	
in Environmental Mgt.	25,000.00

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 Carried Over

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 19,11,818.62
 

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 PAYMENTS
 

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Brought Forward	16,30,919.76
Seminar on Orientation on India's Policy on Environment	804.80
Study on Administrative Decentralisation in India & Japan - NAGOYA	5,753.75
Trg. Course on Project Monitoring & Evaluation for Sr. & Middle Level Executive of R.E.c.	12,000.00
1st Course on Management of Rural Development	1,816.40
2nd - do -	656.40
4th EDP for Group 'A' Officer	55,000.00
8th MDP for Empanelled Dy. Secretaries of the C.S.S.	25,468.22
W/shop on Dev. & Environment	22,839.83
Spl. Trg. Course on Personnel Mgt. for Executives of I.D.C. of Orissa	8,197.48
Work assigned by DP & AR	9,733.71
W/shop on People's Participation in Environmental Mgt.	6,270.57
2nd Spl. Course on Disciplinary Proceedings and Vigilance for CEA	957.74
W/sop on Managerial Beh. for Irrigation System	268.35
Expenditure on Course under Management Orientation Programme (MOP)	2,29,919.59

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 Carried over

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 20,10,606.60
 

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 RECEIPTS
 

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Brought Forward 19,11,818.62

Grant from ICSSR for Research Projects/Fellowship:

Interdependence of goods' for services sector in a developing Economy	8,628.00
Regulatory Admn. of Private Corporate Sector in India	2,00,000.00
State Govt. Publication	3,000.00
Integrated Rural Dev. of Proj-Orgn.	
Issues - A case Study of Bihar	4,439.00
F/ship to shri Shanti Kothari	5,064.00
Small Farmers Dev. & Rural Unrest	9,600.00

Grants for Res. Projects/Seminars

Unit cost of creating Jobs for Central Govt. Employes in New Delhi	75,000.00
Comparative Perf. of Public Enterprises & Large Private Sector Companies	75,000.00
Municipal Personnel Admn.	20,000.00
Study of Eval. of Integrated Rural Dev. Programme in U.T. Delhi	18,000.00
Evaluation of Centrally Sponsored Schemes of Bonded Labour in 2 Distts. of Medak & Chickmaglore	28,904.00
Study of Planning Process for Rural Dev. at Block & Distt. Level	7,935.00
2 Case Studies under Centrally Sponsored Scheme for I.D.S.M.T.	1,00,000.00
Implementation Process in National Rural Employment Programme	10,800.00
Panchayati Raj Bureaucracy & Rural Dev.	14,700.00
Growth of Foreign Pvt. Capital in India Since Independence	60,000.00
Seminar on Dev. of Terr. Sec. in Rural Areas	226.39
Target Group Oriented Pub. Dist. System	90,000.00
Bench Mark Studies of Socio Economic Conditions of People in Drought Prone Area in W.B., Har. & J.&K	1,60,500.00
Grant for Study on UNIDO	10,234.41
Grant from M/Lab. for Res. Proj. on Bonded Labour in 3 Distt. in M.P., Bihar & Orissa	19,579.50

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Carried Over 28,33,428.92

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 PAYMENTS
 

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Brought Forward	20,10,606.60
<b>Research Projects/Studies</b>	
Fellowship to Shri J.D. Sethi	8,218.43
" " Shri B.R. Nanda (-)	8,264.00
Regulatory Admn. of Private Corporate Sector in India	2,16,500.44
Establishment of Data Information System on Corporate Sector in India	4,589.51
Political Dimensions in MNC's	41,600.00
Nationalisation in Non-Arl. Sector of Indian Economy since 1947 (-)	847.47
Election of Delhi Metropolitan Council	766.51
Inter-Dependence of Goods & Services Sector in a developing economy	4,061.19
F/ship to Prof. Shanti Kothari	20,999.50
F/ship to Mrs. Shanta Kohli Chandra	2,995.00
State Govt. Publications	6,934.51
Imp. of the Int. Rural Dev. Prog. Admn., Orgl. Issues -- A case study of Bihar	6,842.88
Rural violence & small Farmers Dev. & Rural Unrest	19,148.76
Impact of MNC's on India's Position in International Division of Labour	4,869.00
Rationalisation of system of grant in aid M/Social Welfare	1,536.86
Evolution of Energy Policy in India	6,084.62
Unit cost of Creating Jobs for Central Govt. Employees in New Delhi	78,336.04
Rehabilitation of Bonded Labour in M.P. Orissa & Bihar	2,418.64
Study of Dave. South Zone Office of MCD	8,800.68
Bench Mark Studies of Socio-Economic conditions of people in Brought Prone Areas of W.D., Haryana & J. & K.	1,91,791.63
Concurrent Eval. Study of TRYSEM in Rajasthan	5,221.02
Municipal Personnel Admn.	3,668.60
Distt. Plg. Cells - Purulia (-)	501.20
Target Group Oriented Pub. Dist. System	53,623.94
Imp. Process in National Rural Employment Programme	1,923.40
Plg. Process for Rural Dev. & Block Distt. Level	4,156.63
Carried over	26,92,382.18

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 RECEIPTS
 

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Brought Forward	28,33,428.92
MGT. of IRD Proj - A Study of Adequacy & Effectiveness of Admn. Process at Distt. & Block Level in Rajasthan	15,900.00
Marketing Services under I.R.D.P.	16,947.00
Fee from Consulting Assignments/Pilot Studies	
C.B.S.E., New Delhi	38,017.92
Designing a Computerised Financial Accounting Control System	22,110.10
Reorgn. of D'te of Resettlement, M/Defence, G.O.I.	41,000.00
Kendriya Vidyalaya Sangathan	84,187.41
Industrial Dev. Corpn., Orissa	27,976.85

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 TOTAL Part 'C'

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 30,79,568.20
 

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THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

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 PAYMENTS
 

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Brought Forward	26,92,382.18
Eval. of Centrally sponsored Scheme on Bonded Lab. in 2 Distt. of Medak Chickmaglore	32,140.14
Comparative Performance of Public Enterprises & Large Pvt. Sector Companies	1,24,928.17
Marketing Services under I.R.D.P.	17,972.14
Growth and Regulation of Foreign Pvt. Cap. in India	62,421.94
Panchayati Raj. Bureaucracy & Rural Dev.	22,659.96
2 Case Studies under Cent. Spons. Sch. for IDSMT	41,608.42
Evaluation Study of IRD. Delhi	9,351.62
I.R.D. Project - A Study of the Adequacy of Self/Effectiveness of Admn. Process at Distt. & Block level-Raj.	9,624.36
Consulting Assignments/Pilot Studies	
Designing a Computerised Financial Accounting & Control System for Govt. of Gujarat, Ahmedabad	26,115.90
Staff Strength of Rly. Board	130.50
Mgt Study of Work of the Hqrs. & Regional Offices of Kendriya Vidyalaya Sangathan	73,114.52
Designing of M.I.S. for Industrial Dev. Corp., Orissa	27,509.66
Periyar-Vagai Projects, Madurai	2,400.80
Financial Implications for the Perspectives Plan for Delhi 2001. A.D.	503.58
Sajay Gandhi Thermal Station & Tons Hydro-Elect. Proj. M.P.E.B.	1,472.50
Reorganisation of D'te of Resettlement M/Defence, Govt. of India.	61,447.23
UNHCR Study on Refugees	1,627.84
Kadmapari Hydro-Electric Project (-)	625.80
Tearsmoke Unit, Tekampur Cwalior	2,178.50
Central Board of Sec. Education	38,017.92
Filing System-Punjab & Sind Bk, N.Delhi	205.80
Status Paper on Adm. Apparatus Pertaining to Rural Dev. (Plg. Commission)	2,966.66
U.S.A.I.D. Assignment on Developing Trg. Programme on Management & Development	9,928.01
Distt. Plag. Cells - DPAP	15,379.59
<b>TOTAL Part 'C'</b>	<b>32,74,162.14</b>

P.R. DUBHASHI  
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G.C.L. JONEJA  
Hony. Treasurer